

**FINAL REPORT
AND
RECOMMENDATIONS
FOR FUTURE TRAINING**

**URBAN SECTORAL TRAINING FOR
USAID STAFF (GLOBAL)**

Prepared for



Urban Sectoral Training for USAID Staff (Global)
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Prepared by

Clare Romanik
The Urban Institute

Kathy Alison
Training Resources Group



THE URBAN INSTITUTE
2100 M Street, NW
Washington, DC 20037
(202) 833-7200
www.urban.org

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FINAL REPORT

URBAN SECTORAL TRAINING FOR USAID STAFF (GLOBAL)

I. SUMMARY OF TRAINING EVENTS HELD UNDER THIS TASK ORDER

Under this task order, the Urban Institute (UI) and Training Resources Group (TRG) worked closely with staff from USAID's Urban Programs Team to design and deliver three training events targeted at USAID officers from missions worldwide and from key Washington bureaus. The courses create a community of practice of USAID staff who are aware of the importance of cities and who can incorporate their knowledge of urban issues into their work with other sectors.

All of the courses integrated presentations by experts in their field, interactive case study exercises, and small group discussions. Several presenters were drawn from USAID and the Urban Programs Team's partner organizations—UI, Cities Alliance, ICMA, and Evensen Dodge. Other presenters came from the World Bank, the International Food Policy Research Institute, the Environmental Health Project, and the United Nations Alliance of Mayors' Initiative for Combating AIDS at the Local Level. Prior to each offering, UI and TRG spoke at length with the individual presenters about the objectives of their session and conducted dry run presentations to ensure quality control.

Development and Cities: Urban 101—December 3 and 4, 2002

The pilot training seminar *Urban 101* was held on December third and fourth for 25 participants representing a wide variety of regions and technical areas in which USAID works. This offering was unique in that representatives from USAID partner organizations participated in addition to USAID officers. This overview course on urban issues included the following presentations:

- Factors Spurring Urbanization in the Developing World
- USAID's Urban Programs
- Characteristics of a third World City
- Urban Poverty Assessment
- Capital Finance Options
- Slum Upgrading/Participatory Management
- Service Delivery/Urban and the Environment
- Municipal Finance and Infrastructure
- Local Economic Development
- Youth Unemployment
- Disaster Mitigation

Development and Cities: Urban 101—March 26 to 28, 2003

Development and Cities: Urban 101 were offered a second time from March 26 to 28, 2003, for 24 USAID officers. (Two participants had to cancel at the last minute because of new travel guidelines due to the onset of war in Iraq.) Based on feedback from the pilot training seminar, the course was lengthened by

a half day to introduce some new sessions and to allow more time for Q&A with the expert presenters. This offering included the following presentations:

- Why Cities Are Important
- Analyzing Urban Poverty
- Urban Food Security
- Urban Environmental Health
- HIV/AIDS and Urban Development
- Slum Upgrading
- Municipal Finance and Infrastructure
- Better Services through Participatory Management
- Local Economic Development
- City Development Strategies
- USAID Urban Tools & Resources

Cities and Economic Growth: September 9 to 12, 2003

Utilizing input from past and potential course participants, senior Economic Growth officers, and Urban Programs Team members, the team designed *Cities and Economic Growth*, which was held from September 9 to 12, 2003. 28 participants attended this three and a half day course, with attendance staying strong throughout the course. Each day of training had a particular theme which related to the course objectives: For USAID staff to gain a better understanding of the role and importance of cities in USAID's development and economic growth efforts, including urban and rural linkages; identify characteristics of urban economies and urban poverty and the implications for USAID's development efforts; discuss various approaches and opportunities for promoting economic growth of cities and regions; and identify tools, resources, and references that are available to help USAID officers and their development counterparts address issues related to cities and economic growth.

Day One: Laying the Foundation

- Urbanization, Decentralization, Democratization and Economic Growth
- Economies of Cities and Regions: Why Cities Are Critical to Economic Growth
- Measuring Urban Poverty
- Exploring the Informal Economy of a Developing City

Day Two: Mobilizing Private Resources for Economic Growth in Cities

- Municipal Credit Markets
- Innovative Financing Mechanisms for Infrastructure Investments in Secondary Cities
- Housing Finance: Engine of Urban Development
- Financing Her Home—One Wall at a Time
- Managing Governmental Property Assets: Thinking "Out of the Box"
- Public Private Partnerships for Municipal Infrastructure: "Darling Child" or the "Bad Seed"?
- Public Private Partnerships in Tourism Development and Destination Management

Day Three: Role of Local Government in Promoting Economic Growth

- Decentralization and Local Economic Development
- Connecting National and Regional Economies through Industry Cluster Strategies
- Elements of an Effective Local Economic Development Program
- Community-Based Strategic Planning for Local Economic Development
- What Works—What Doesn't: A Case Example from Mbarara, Uganda

Day Four: Back Home Planning

- City Development Strategy Tool and Cities Alliance Resources
- ICMA City Links Program
- Global Development Alliance
- DCA Guarantees
- Other Urban Program Tools / Resources

The interactive case study exercises developed for *Cities and Economic Growth* were particularly successful. Each of the four case study exercises focused on a country in a different region—LAC, Eastern Europe, Africa and the Near East. The case study exercises were all developed by the same person, a consultant on local economic development. For two of the cases, the consultant had first-hand information from his own consulting experience. For the other two cases he obtained background information from a FSN mission staff member who was a course participant and from an Urban Institute staff member who was also a course presenter. Though each case study exercise was rooted in reality, they did contain some fictitious information. Each small group was assigned a different case study exercise, but with the same processing questions at the end. UI and the Urban Programs Team conducted a mock run-through of the first case study exercise with USAID officers to understand whether or not it served the purpose of the seminar and how it could be improved. From this mock run-through, the questions asked to participants were clarified and modified.

II. OPTIONS FOR FUTURE TRAINING EVENTS

Repeating Overview Courses in Washington, DC

Repeating the overview courses, *Development and Cities: Urban 101* and *Cities and Economic Growth*, on a regular basis will be an effective way for the Urban Programs Team to continue to make important connections with USAID officers in the Washington bureaus as well as mission staff and NEPs who will soon become mission staff. The courses are offered entirely with pro bono presenters, which allows a large number of presenters on different topics, which is appropriate for an overview course. Having a large number of presenters, however, means there must be planning work to ensure that the presentations fit together, particularly as the presentations are often grouped together in panels with a common theme. As the presenters are offering their services pro bono, it cannot be ensured that all of the same presenters would be available for a particular offering, so it may make sense to have alternative presenters. We have learned that even if a presenter has made the same presentation in a previous course he or she needs to have a dry run presentation. This means that while there will be some

economies from offering these courses again, there are costs for planning and preparation that will still have to be incurred.

Regional Courses Held in the Field

Offering the overview or topic-specific courses in the field is probably the only way that the Urban Programs Team will be able to reach a larger number of mission staff. Another major benefit of having a regional course is being able to tailor the material more closely to the needs of the audience. While USAID officers from every region enjoy the sharing across regions and disciplines that has happened in the overview courses, there are always certain approaches, which are less applicable in some regions than others.

It would not be practical to have the same number of presenters for a regional course in the field, and it will also not be possible to have pro bono outside experts present. Instead, the courses could be re-designed to draw on just a few outside expert presenters, who would be paid for their time as well as travel expenses, and would be augmented by mission staff course participants who would be contacted ahead of time to design and review their presentations. See below for our recommendations on how best to showcase mission successes in these and other courses.

Topic-Specific Courses

Another recommendation is for the Urban Programs Team to add to its training portfolio one or two topic-specific courses. We use the term “topic-specific” as opposed to “sector-specific” because we believe that the multi-sectoral approach of the Urban Programs Team is one of the greatest assets it can share with the wider USAID community. Based on feedback from course participants and focus groups, two candidates for such a course are capital finance and local economic development. These are topics that generated excitement from both DG and EG course participants and cut across the DG and EG sectors. For example, from the DG side capital finance could incorporate improving transparency in municipal financial management, tying the budgeting process to a community-based strategic plan, making explicit choices of where and how to spend the money, and granting local governments the authority to raise revenues through taxes and fees. From the EG side, capital finance could be approached by how to build municipal credit markets and how to structure project financing, pooled financing and other mechanisms for obtaining private sector financing.

III. CONSIDERATIONS IN TRAINING DESIGN

Knowing the Audience

Prior to each course offering, participants were asked to respond to a short survey that asked them about their experience working with cities and topics that were of greatest interest to them. For the second course, participants were asked:

- What is your job title and where are you located?
- How long have you worked for USAID?

- What experience have you had working with cities?
- What topics are you most interested in discussing during the Urban 101 course?

The planning team did its best to take this input into consideration in designing the upcoming course. In cases when a particular interest could not be accommodated by a presentation on the requested topic, the team identified relevant reports and included these in the CD-ROM, which was distributed to all participants.

The team administered an evaluation at the end of each course, the results of which were analyzed and used to make adjustments for future courses. In addition following the December course, the team conducted an in-depth debriefing of two course participants to garner specific suggestions for how the course could be improved. Following the March course, the team held a focus group with four course participants, including two from missions, to obtain their input about options for future course offerings.

For the Cities and Economic Growth course, the planning team took several actions to ensure that the design of the course would be attractive and useful to Economic Growth officers. Three months prior to the course offering, the team held a focus group with senior-level Economic Growth officers to gain their input regarding urban topics that would be most interesting and useful to Economic Growth officers. One suggestion was to frame the course in a way that catches the attention of Economic Growth officers without repeating what they already know or what they learn in another USAID course. The focus group participants thought the course should address how we can help cities function better for economic growth, with improving infrastructure and services mentioned as one particular way. The team also emailed surveys to potential participants of the next course for similar input on possible course topics. Summaries of the focus group and the email survey were shared with members of the Office of Urban Programs during the focus group held with UP Office on July 1.

Preparing Presenters

One of the most important elements in implementing the courses was the preparation of presenters in advance of their sessions. During the design phase, the team developed a set of objectives and list of topics for each session and then identified the most appropriate presenters who could get the key points across. Prior to the course delivery, presenters did a dry run of their sessions. If they were part of a panel, the entire panel participated in the dry run, either face to face or virtually. Presenters shared their PowerPoint's in advance and during the dry run, went through their entire presentation to ensure that the objectives and key topics were being covered and that the presentation was within the timeframe that had been allotted. This approach allowed presenters to get a better sense of what the other panelists were covering as well as an opportunity for the organizers to offer advice in how to strengthen their presentations. The advance work paid off. Many participants commented on how well prepared the presenters were and how well the presentations linked together to meet the session objectives.

Our recommendation would be that any course design and delivery effort needs to include level of effort to ensure presenters are adequately prepared prior to their sessions.

Showcasing Mission Successes

During the design of the third course, the Urban Programs Team Leader suggested that the course include more presentations by mission staff, to ensure active participation during the course. The course design team offered mission participants the option of presenting a session on their current work program involving cities and economic growth during the third course. The Lebanon team volunteered and presented during a concurrent session on the second afternoon on their Cluster Linkages program. The team worked with the mission team prior to the course and suggested that instead of focusing just on the technical aspects of the program, they also discuss the way the economic growth office and the D&G office had worked together on the design and implementation of the program. The session worked well and several participants who are initiating or implementing similar programs commented on how useful the session was and how they planned to work across offices on their own programs.

Another mission representative, from Egypt, was involved in the development of a Local Economic Development case study that was used during the third course. The case study was one of four that were discussed in concurrent sessions on the afternoon of day three. Each discussion group was asked to review one of the cases and discuss the role the mission should play in supporting the LED initiative, to identify the major elements of the LED approach, and who should participate. Following the group report, the Egypt representative explained what had actually happened and how the mission had handled the situation. This was also an excellent intervention on the part of mission staff.

While the idea of including more mission presentations in the course is a good one, there are several caveats to keep in mind to make the presentations meaningful and useful to the other participants. First, it is difficult to know who from missions will be attending and how their current portfolios are structured. Course presenters need to be contacted, briefed and scheduled long before the list of participants is finalized. Second, it is important to ensure that everyone who presents, including those from the missions, has the benefit of doing a dry run at least several days in advance to allow time to modify the presentation and get the material to the organizers for duplication and inclusion in the binder. From past experience, there are disadvantages from having each participant give a presentation about their current programs, mainly because it limits the amount of time that can be spent on exposing the participants to outside resources. Third, as the course is currently designed, mission and headquarters staff has a number of opportunities to share what they are doing during the small group discussion sessions that are part of the course. In addition, while it is important for mission programs to be highlighted, during the focus groups conducted prior to the course presentation, a number of USAID staff highlighted the need to bring in outside expertise so that USAID staff were exposed to both cutting edge thinking and to what other donors and agencies were doing in certain areas. The focus groups cautioned against having a course where USAID staff only talked to each other.

That being said, involvement of mission representative in course presentations is critical to bringing real world credibility to the course. The following options would be useful to consider in order to meet the request from management for more mission presentations.

1. In the past, the design team sent an initial overview of the course to missions with an invitation to suggest their ideas on possible course content. In the future, we could also ask if they plan to participate in the course and if they would be willing to prepare a presentation for the course

on something they are currently working on that would be relevant to the topic areas that will be addressed in the course. Those who respond could be considered as presenters on panels—as a way of bringing the mission perspective to a topic that is being covered. (It would also mean that they would have to provide their material in advance and be available for a dry run with the others on the panel)

2. The urban programs team could be more proactive in identifying individuals they think should be showcased during the course well in advance and encourage those individuals to plan to participate in the course.
3. The use of mission staff in the development of interactive case study exercises proved successful and should be continued. Following the report outs on the cases, mission staff contributors would comment on what really happened.
4. Continue to build in time in the agenda for small group sessions where staff can discuss their current programs and link with others who are doing similar programs. During all of the courses, the participants divided into regional teams to identify region-specific characteristics of cities. This provided an opportunity to share what they were currently doing. In the future, the design team may ask the participants to share information about their current programs, to identify similarities. These types of focused discussions are sometimes more useful than formal presentations.

Course Materials

Our recommendation is to continue to provide course participants with a user friendly CD-ROM with links from main technical areas to course materials, specific reports, and Internet resources. We received overwhelmingly positive responses to the CD-ROM.

IV. ALUMNI RELATIONS—FOLLOW UP WITH COURSE PARTICIPANTS

Perhaps the greatest benefit of these courses has been the ability of the Urban Programs Team to make new connections with partners in the field.¹ It is essential for the Urban Programs Team to move quickly to build on the energy and interest generated by the courses, especially as participants will soon be distracted by their many commitments and activities.

Community of Practice

A community of practice can be defined as a network of individuals with common interests or disciplines who want to share their know-how, either to improve the capability of each individual to do his /

¹ In the 3 courses, 17 mission staff and 10 NEPs participated. Some mission staff had to cancel attending the second course because of the Iraq war and one canceled attending Cities and Economic Growth when hearing about a similar offering to be held in South Africa.

her own work or to work on a common goal or objective. These networks sometimes meet face to face (as in the Urban courses), but more often use a multitude of technology aids to collaborate virtually ²

To create a community of practice of the participants in the three urban courses, we suggest that the Urban Programs Team build on several types of information flow: (1) communicating with alumni about what is new with the Urban Programs Team and opportunities such as new courses or funding mechanisms such as the Making Cities Work Partnership Fund; (2) finding out from alumni what is happening in their country to ascertain if the timing is appropriate for an urban programs project; (3) developing networks among alumni so they can learn from each other's programs; (4) facilitating virtual discussions on current urban questions/issues to identify options and lessons learned to-date; (5) discussing the status of action plans developed during the courses. Below are some recommendations for how the Urban Programs Team (UP) might go about creating this community.

- At the end of each course, participants developed **action plans** to focus on how they planned to use the information in the course.
- **Follow-up evaluations** can now be initiated to find out how participants have been able to put into practice what they learned during the course.³ The feedback can then help UP discern whether the environment is ripe for an urban programs project.
- This discussion will help **identify and connect alumni** who are dealing with similar issues and provide them with a virtual platform to share what they are learning in trying to implement their action plans.
- The community of practice will also help **maintain contact with mission participants** and offer assistance to those missions who are good candidates for urban programs. It may make sense for an Urban Programs Team member specializing in a particular region to maintain relations with the course participants working in that region.

² Learning to Fly: Practical Lessons from one of the World's Leading Knowledge Companies by Chris Collison and Geoff Parcell

³ In July, the team conducted follow-up evaluations (through email) with participants who came to the course held in March from USAID missions. Recommend similar evaluations to be conducted for future courses, but to wait approximately six months after the course.



Targeting Specific Groups

In designing future trainings and in conducted follow-up activities, the Urban Programs Team may wish to identify specific types of USAID officers who would be most helpful in promoting urban activities. All the courses included expatriate mission staff, FSNs, and NEPs (who will soon be mission staff). Each of these groups may need different types of support as they go about their work. Special virtual sub-groups within the community of practice can be created o allow specific types of support to the different staff, if needed.

AGENDA FOR DEVELOPMENT AND CITIES: URBAN 101 DECEMBER 3 AND 4, 2002

Venue: Training Resources Group
909 N. Washington Street, Suite 305
Alexandria, VA. 22314
For messages: (703) 548-3535

Draft Objectives

By the end of the course, participants will:

- Gain a better understanding of the role and importance of cities in USAID's development efforts
- Discuss the underlying factors spurring urbanization
- Discuss field-tested development interventions for dealing with challenges facing cities and the urban poor
- Identify resources and references for addressing issues related to third world cities

	December 3	December 4
9:00 am	<ul style="list-style-type: none"> • Welcome (Emmy Simmons, Assistant Administrator, Economic Growth, Agriculture and Trade, USAID) • Introductions/Overview of Course (Kathy Alison and Stephanie Schalk-Zaitsev, Facilitators, Training Resources Group, Inc.) • Why Are Cities Important: <ul style="list-style-type: none"> — Their role in development — Factors spurring urbanization in the developing world (David Painter, Office Director, Office of Urban Programs) • Discussion / Q&A • Highlights of Urban Programs, Resources and References Available on third World Cities (Alison Pajit, Urban Office) 	<ul style="list-style-type: none"> • Overview of the Day (TRG Facilitators) • Panel 1: Options for dealing with Issues facing third World Cities: <ul style="list-style-type: none"> — Slum Upgrading/Participatory Management (Billy Cobbett, Cities Alliance) — Service Delivery/Urban and the Environment (Brennan Van Dyke, UNEP) — Municipal Finance and Infrastructure (Francis Conway, Urban Institute) • Q&A • Panel 2: Options for dealing with Issues facing third World Cities <ul style="list-style-type: none"> — Local Economic Development (Shari Garmise, Garmise & Associates) — Youth Unemployment (Alfred Nakatsuma, USAID Urban Office) — Disaster Mitigation (Fouad Bendimerad, Chair, Earthquake Mega Cities Initiative)
12:30 pm	Lunch	Lunch



	December 3	December 4
1:30 pm	<ul style="list-style-type: none">• Characteristics of a third World City:<ul style="list-style-type: none">— Regional Variations— Overview of Issues Facing third World Cities (Earl Kessler, PADCO)— Urban Poverty Assessment (Judy Baker, World Bank)• Group Discussion	<ul style="list-style-type: none">• Q&A from second Panel Session• Case Study/Discussion• Dealing with third World Cities—Lessons Learned & Applications• Course Evaluation
5:30 pm	<ul style="list-style-type: none">• Capital Finance Options (David Painter)• Wrap up of the Day/ Readings	<ul style="list-style-type: none">• Wrap-up of Course/Final Comments

DEVELOPMENT AND CITIES: URBAN 101—MARCH 26 TO 28, 2003 THE URBAN INSTITUTE

Course Objectives

By the end of the course, participants will:

- Gain a better understanding of the role and importance of cities in USAID's development efforts, including urban/rural linkages
- Identify challenges facing cities, including unprecedented urbanization in the developing world, urban poverty, urban food security, environmental health, and HIV/AIDS
- Discuss various approaches for dealing with urban issues, including slum upgrading, infrastructure and municipal finance, participatory management and local economic development.
- Identify tools, resources, and references that are available to help USAID officers and their development counterparts address issues related to cities

Agenda

	March 26	March 27	March 28
8:30 am	<ul style="list-style-type: none"> • Coffee 	<ul style="list-style-type: none"> • Coffee 	<ul style="list-style-type: none"> • Coffee
9:00 am	<ul style="list-style-type: none"> • Welcome (Emmy Simmons, AA, EGAT) • Introductions / Overview of Course/Opening Activity (Kathy Alison & Stephanie Schalk-Zaitsev, Facilitators, Training Resources Group, Inc.) • Keynote: Why Cities are Important (Jeff Telgarsky, Urban Institute) • Break • Panel: Basic Challenges of Urban Poverty 	<ul style="list-style-type: none"> • Overview of the Day (TRG Facilitators) • Slum Upgrading (Billy Cobbett, Cities Alliance) • Break • Panel: Delivering Better Services <ul style="list-style-type: none"> — Infrastructure and Municipal Finance: Planning, Prioritizing and Paying for Better Services (Francis Conway, Urban Institute) — Better Services through Participatory Management (Jon Bormet, ICMA) 	<ul style="list-style-type: none"> • Overview of the Day (TRG Facilitators) • Panel: USAID Tools and Resources <ul style="list-style-type: none"> — USAID's City Development Strategy tool (Peter Palesch, Cities Alliance) — Other Tools / Resources Available to Support USAID Mission Urban Programs (Alison Pajjit, Urban Office) • Break • Action Planning

	March 26	March 27	March 28
	<ul style="list-style-type: none"> — Urban Poverty (Ellen Hamilton, World Bank) — Urban Food Security (James Garrett, IFPRI) — Environmental Health Concerns (Sarah Fry, EHP) 		<ul style="list-style-type: none"> • Course Evaluation • Final Comments (Jeff Boyer, Urban Office)
12:30 pm	Lunch (provided)	Lunch (provided)	Lunch (provided)
1:30 pm	<ul style="list-style-type: none"> • Urban Characteristics / Challenges across Regions: <ul style="list-style-type: none"> — Small group discussion — Group reports • Break • Impact of HIV/AIDS on Urban Development: <ul style="list-style-type: none"> — (Margo Kelly, UN AMICCALL Partnership Programs) — Q&A 	<ul style="list-style-type: none"> • Local Economic Development: <ul style="list-style-type: none"> — Shari Garmise, Garmise & Associates) • Break • Small Group Discussions: <ul style="list-style-type: none"> — Slum upgrading — Municipal finance — Participatory management — Local economic development 	<ul style="list-style-type: none"> • Adjourn at 1:30pm)
5:00 pm	<ul style="list-style-type: none"> • Wrap up of the Day/ Overview of Day 2 • Adjourn 	<ul style="list-style-type: none"> • Group Reports • Wrap up of the Day / overview of Day 3 • Adjourn 	

**AGENDA FOR CITIES AND ECONOMIC GROWTH
SEPTEMBER 2003**

***CITIES AND ECONOMIC GROWTH COURSE
HOW DO WE HELP CITIES PROMOTE ECONOMIC GROWTH?***

Objectives:

By the end of the course, USAID staff will:

- Gain a better understanding of the role and importance of cities in USAID's development and economic growth efforts, including urban and rural linkages.
- Identify characteristics of urban economies and urban poverty and the implications for USAID's development efforts.
- Discuss various approaches and opportunities for promoting economic growth of cities and regions.
- Identify tools, resources, and references that are available to help USAID officers and their development counterparts address issues related to cities and economic growth.

	September 9 Theme: Cities & Economic Growth – Laying the Foundation	September 10 Theme: Mobilizing Private Resources for Economic Growth in Cities	September 11 Theme: Role of City Government in Economic Growth	September 12 Theme: Back Home Planning
8:30	<i>Coffee / Registration</i>	<i>Coffee</i>	<i>Coffee</i>	<i>Coffee</i>
9:00	Introductions Welcome - Alexandria Panehal, Urban Programs Team Leader / PR / EGAT / USAID Overview of Course - Kathy Alison / Patricia Garcia, TRG Facilitators Keynote: Urbanization, Decentralization, Democratization and Economic Growth -- Billy Cobbett, Cities Alliance <i>Discussion</i> Break Economies of Cities and Regions: Why Cities are Critical to Economic Growth -- Jeff Telgarsky, Urban Institute <i>Discussion</i>	Overview / Opening Exercise - Facilitators Infrastructure Finance – Making the Most Out of Money - Municipal Credit Markets – Fernando Gama, Evensen Dodge - <i>Innovative Financing Mechanisms for Infrastructure Investments in Secondary Cities</i> – Brad Johnson, Resource Mobilization Advisors <i>Discussion</i> <i>Break</i> Harnessing the Power of the Private Sector in Low Income Housing Finance - <i>Housing Finance: Engine of Urban Development</i> – Sally Merrill, Urban Institute - <i>Financing Her Home – One Wall at a Time</i> – Mohini Malhotra, World Bank Institute <i>Discussion</i>	Moment of Silence Overview / Opening Exercise - Facilitators Decentralization & Local Economic Development – Francis Conway, Urban Institute <i>Discussion</i> <i>Break</i> Local Economic Development: Opportunities & Approaches - Connecting National and Regional Economies through Industry Cluster Strategies - <i>Ophelia Yeung, SRI International</i> - Elements of an Effective LED Program - <i>Nate Bowditch, Emerging Inc</i> - <i>Citizen Participation in Strategic Planning</i> - Pat Dusenbury, Economic Development Consultant <i>Discussion</i>	Overview - Facilitators USAID Resources & Tools for Cities & Economic Growth - <i>City Development Strategy Tool & Cities Alliance Resources</i> – Peter Palesch, Cities Alliance - <i>ICMA City Links Program</i> – Corinne Rothblum, ICMA - <i>Global Development Alliance</i> - Curt Reintsma, GDA / USAID - <i>DCA Guarantees</i> – Gabriel Grau, Office of Development Credit / USAID - <i>Other Urban Program Tools / Resources</i> – Faye Haselkorn, Urban Programs Team/USAID <i>Break</i> Back Home Planning Course Evaluation Closing Comments – Jock Conley, DAA / EGAT / USAID
12:30	<i>Lunch (provided)</i>	<i>Lunch (provided)</i>	<i>Lunch (provided)</i>	<i>Lunch (provided)</i>
1:30	Definitions (group exercise) Characteristics of Cities - <i>Measuring Urban Poverty</i> – Judy Baker, World Bank - <i>Exploring the Informal Economy of a</i>	Lessons Learned from Public /Private Partnerships - <i>Managing Governmental Property Assets: Thinking “Out of the Box”</i> – Olga Kaganova, Urban Institute - <i>Public Private Partnerships for</i>	What Works and What Doesn’t: A Case Example – Nate Bowditch, Emerging Inc Case Studies: Applying LED to Real World	<i>Free Afternoon -- available for individual meetings with USAID / World Bank / others</i>

	September 9 Theme: Cities & Economic Growth – Laying the Foundation	September 10 Theme: Mobilizing Private Resources for Economic Growth in Cities	September 11 Theme: Role of City Government in Economic Growth	September 12 Theme: Back Home Planning
5:00	<p><i>Developing City</i> – Tim Mahoney, Director, Office of Poverty Reduction / EGAT</p> <p><i>Discussion</i></p> <p><i>Break</i></p> <p>Region-specific Characteristics of Cities -- Group Exercise & Discussions</p> <p>Conclusions / Applications</p> <p>ADJOURN</p>	<p><i>Municipal Infrastructure: "Fair Haired Child" or "Bad Seed"? - Carl Mitchell, Energy Office, E&E/USAID</i></p> <p>- <i>Public-Private Partnerships in Tourism Development and Destination Management</i> – Bill Meade, PA Government Services</p> <p><i>Discussion</i></p> <p><i>Break</i></p> <p>Concurrent Sessions:</p> <p>- Case Examples & Mission Experiences</p> <p>Conclusions / Applications</p> <p>ADJOURN</p>	<p>Challenges</p> <p><i>Break</i></p> <p>Using LED in the Field: Recommendations & Lessons Learned</p> <p>Conclusions / Applications</p> <p><i>Reception with EGAT staff @ Urban Institute (5-6pm)</i></p>	

LOCAL ECONOMIC DEVELOPMENT CASE STUDY NO. 1

VILLANUEVA, HONDURAS

Case Narrative:

The Caribbean Basin Initiative has provided duty free provisions for products produced in Central America and the Caribbean and exported into the US. The Central American Free Trade Agreement, due to be signed in the fall of 2003, further enhances access to US markets. Because of its proximity to the U.S. and its ability to easily access Atlantic and Pacific oceans, Honduras is ideally situated to take advantage of these export market opportunities.

USAID/Honduras quickly recognized this exceptional opportunity for one of the region's poorest nations and late in 1999 it launched a 5-year, \$20 million export competitiveness project to support the most promising economic sectors on a demand-driven basis. The results have been impressive. Substantial domestic & foreign private investment promotion results have been coupled with cluster strengthening activities in the value-added agriculture, clothing & textiles, small motors and automobile parts sectors. Products produced in Honduras are being shipped from the booming northeast port at Puerto Cortes—as well as from El Salvador's major southwestern port—to Atlanta, Newport News, San Francisco and Seattle from where they are distributed throughout the U.S. and into Canada.

Early in 2003, the USAID Director received a visit from the Mayor of Villanueva. This is a municipality of 90,000 people and one of five municipalities in an area the Mayor referred to as the 'San Pedro region' with a population of 1.2 million. These cities straddle a major road on the national highway system (being touted by the Honduran government as its "Dry Canal") that connects Puerto Cortes with the Honduran capital city and eventually with El Salvador's southwestern port. The Mayor thanked the USAID Director for past capacity building assistance and proudly reported that Villanueva had achieved a budget surplus for each of the past 3 years. He was gratified that 2 new manufacturing plants had begun production (lawn mowers for U.S East Coast markets and gear assemblies for auto plants on the US West Coast) at facilities along the national highway. With great pride, he reported that the municipality had just implemented a public-private partnership to borrow money and finance a new bus terminal to ease the horrendous congestion of people, vendors and buses around these plants at opening and closing times.

The Mayor was worried that the rapidly evolving, unparalleled economic opportunity being created by the Caribbean Basin Initiative and the upcoming Central American Free Trade Agreement might by-pass his municipality. Villanueva does receive a tax payment equivalent to 10 percent of worker salaries for every worker—regardless where they live—employed at these new plants. But most of the workers and all the managers (some of whom are foreigners) come from elsewhere—not even realizing their plants are located in Villanueva. In fact, the Mayor said he hadn't met any of them yet! And the Mayor's staff has told him that migrant workers seeking jobs in the plants and in nearby clothing factories were moving into the municipality's poorer neighborhoods.

The Mayor expressed concern that his municipality was the least developed of the five San Pedro region municipalities, with poor services, horrendous housing conditions and villages in the eastern part of town still trying to recover from deadly flooding created by Hurricane George. He said he had nothing against the mayors of the other four municipalities in the region. But their communities were all closer to the booming port 50 kilometers away at Puerto Cortes and they seemed to be benefiting more than

Villanueva from development of new manufacturing facilities, commercial buildings and even a few corporate headquarters. Also, the Mayor said he felt the schools in these communities—even though they are part of the national education system—were doing a better job than his schools in preparing young people for the new jobs. The Mayor expressed his hope that USAID could fund a program to improve the level of economic development in his municipality.

Intrigued with what she heard from the Mayor, the Mission Director has asked various USAID officers for input and requested that they come to a consensus on their recommendations.

Case Study Questions:

1. Why should the USAID Mission support a LED initiative? How will the LED initiative contribute to achieving the D&G, EG or other mission SOs?
2. What would be the major elements of a LED programming approach? How would you link the various activities together?
3. Who would be the local participants in your LED initiative? For two of these, describe the unique interests/resources that will bring them to the table.
4. How might Villanueva expect to benefit from this program in terms of measurable results?

You have 45 minutes and you should have one person be ready to make an oral report on the programming approach adopted by your group.

This case study, though rooted in reality, does contain fictitious information.

ANNEX

Selected Strategic Objectives and Intermediate Results for the Honduras Mission

SO 1. ECONOMIC REACTIVATION MEETING THE NEEDS OF THE POOR

- IR 1.1 Improved policy environment conducive to poverty reduction through economic growth
- IR 1.2 Improved market access and competitiveness by the poor

SO 2. IMPROVED OPPORTUNITY TO OBTAIN BASIC EDUCATION AND VOCATIONAL SKILLS

- IR 2.1 More Hondurans completing quality primary education
- IR 2.2 More Hondurans completing quality middle school Programs
- IR 2.3 More Hondurans acquiring marketable skills for employment

SO 3. MORE RESPONSIVE AND EFFECTIVE MUNICIPAL GOVERNMENT

- IR 3.1 Strengthened Municipal Government
- IR 3.2 Improved Citizen Participation in Local Government
- IR 3.3 Improved Coverage of Basic Services and Rehabilitation of Damaged Municipal Infrastructure

LOCAL ECONOMIC DEVELOPMENT CASE STUDY NO. 2 SMOLYAN REGION, BULGARIA

Case Narrative:

Bulgaria is a country the size of Cuba, or the State of Kentucky that shares a border with Greece and Turkey to the South, the Black Sea to the East, the Danube River and Romania to the North, Macedonia and Serbia to the West. It is one of the newest members of NATO and it joined the "coalition of the willing" in the recent Iraq War. Bulgaria is slated to enter the European Union within 5 to 7 years.

Bulgaria has long been a tourist destination. Tens of thousands of sun-worshippers from Russia, Eastern Europe and Bulgaria flock to its famous Black Sea Coast—with its large resorts and other hotels of all sizes and descriptions. Three major ski destinations—including Pamporovo in the Smolyan Region of the Western Rhodope Mountain—attract skiers from throughout Europe, as well as from Bulgaria. Tourism has recently become Bulgaria's largest foreign exchange earner.

Bulgaria's emergence from decades of communism has been steady and laudable. Three different political parties have held power since the fall of the Soviet Union. Each successive government has adhered to the principles of free enterprise democracy and all have steadfastly supported NATO and EU membership. Impressive national economic reforms have produced a growing economy and reasonable success has been achieved in attracting foreign investment. At the same time, corruption, an active mafia and trafficking in drugs, arms and human beings have impeded progress.

A few years ago, USAID/Bulgaria undertook a National Competitiveness Project targeting sector-strengthening activities in tourism, high technology, vineyards & winemaking, textiles & apparel. For almost ten years, a Local Government Initiative (LGI) project activity has received significant support from USAID and is widely known and respected by Bulgaria's locally elected officials.

Bulgaria's rural Smolyan Region is nestled in the Rhodope Mountains, home of the legendary Orpheus and steeped in Greek mythology. It is four hours by car, on quite good roads, from the capital of Sofia. It is one hour away from Plovdiv, the country's second largest city (the former Philippopolis, named after the father of Alexander the Great).

At a recent meeting between the LGI CTO and the Regional Governor of the Smolyan Region, the idea of a regional tourism initiative was discussed. The Governor reported that there are natural mineral springs (the nationally famous Devon Spring Water Company is located in the Smolyan Region), numerous caves (including Devil's Throat, where it is said that Orpheus descended to search for the love of his life), the Wonder Bridges (huge natural rock arches not unlike Arches National Park in Utah) and almost endless pine forests, grassy meadows and sheep, goat and vegetable farms. Rhodope specialty foods (e.g. cheeses, beans, lamb, potato pancakes), bagpipe music, colorful costumes and dances are known nationwide. Last, but not least, the central government has reached an agreement with Greece to open a new border crossing within 4 years that would put the Smolyan Region towns just 45 minutes by road from the White Sea!

But the Governor and Mayors of the region's principal towns are worried. Their region is one of the poorest in Bulgaria. It is challenged by its somewhat uncomfortable ethnic mixture of Christian and Muslim



Bulgarians whose traditional forest product and farming industries are dying. In the Governor's view, the only future is tourism. The question is: how to proceed? "I'm caught between 3 realities and I don't really know what to do," he lamented.

"First, I know tourism is the world's largest employing industry and, as such, it's increasingly tougher for destinations to compete. Furthermore, the region has no market research and no advertising & promotion. The Mayors are able to do a little bit and there are a few local information centers. But I serve at the pleasure of the national government and I have no revenue generation authority. So I have no budget for the kind of tourism destination branding and marketing as is done in so many U.S. states.

"On the other hand, I feel it in my bones that we can be competitive and besides, the region's three major municipalities and many of its smaller towns depend on a successful ski season for their annual survival. We have no choice!

"Last, but not least, our private sector is a bit weak—though promising. A number of small inns, bed-and-breakfast facilities and restaurants have begun operations in recent years—hoping that tourists will come to the region, though my sense is that the tourist numbers are stagnant. The Pamporovo ski resort—our best-known attraction—features 15 large hotel facilities that were privatized 10 years ago. They are still struggling a bit and the workers seem not to have the skills needed for modern resorts. Only six of the 15 are now operating (of which two seem to be doing very well) and most of the owners and their senior managers have little resort management and marketing experience. There is one ski mountain with four lifts. It's well known. But the snow has been unpredictable in recent years, there are numerous ski areas in Europe and two other ski destination resorts in Bulgaria—not quite so lovely or extensive, but nearer to the capital city and its international airport."

The LGI CTO listened carefully and told the Governor she'd get back to him. She later arranged a meeting with the mission's EG team to discuss what she saw as an opportunity to work with a smart and trustworthy governor on an economic development opportunity tied to a nationally competitive economic sector in a very poor region of the country.

Case Study Questions:

1. Why should the USAID Mission support a LED initiative? How will the LED initiative contribute to achieving the D&G, EG or other mission SOs?
2. What would be the major elements of a LED programming approach? How would you link the various activities together?
3. Who would be the local participants in your LED initiative? For two of these, describe the unique interests/resources that will bring them to the table.
4. How might the Smolyan Region expect to benefit from this program in terms of measurable results?

You have 45 minutes to study the case and deliberate. You should have one person be ready to make an oral report on the programming approach adopted by your group.

(This case study, though rooted in reality, does contain fictitious information.)

ANNEX

Selected Strategic Objectives and Intermediate Results for the Bulgaria Mission

SO 1.3 ECONOMIC GROWTH AND INCREASED PROSPERITY

- IR 1.3.1 Improved Business Climate
- IR 1.3.2 Jobs Created through Strengthened Private Sector
- IR 1.3.3 Improved Access to Financial Resources
- IR 1.3.4 A More Competitive Agricultural Sector

SO 2.3 Local Governance More Effective and Accountable

- IR 2.3.1 Authority, Responsibility & Resources Decentralized to Local Government
- IR 2.3.2 Increased Ability to Address Community-Building Issues

SO 2.2 Enhanced Rule of Law

- IR 2.2.1 A Strengthened Judicial System
- IR 2.2.2 Reduced Corruption through Enhanced Transparency & Accountability
- IR 2.2.3 Improved Law Enforcement Mechanisms

LOCAL ECONOMIC DEVELOPMENT CASE STUDY NO. 3

CENTRAL REGION, GHANA

Case Narrative:

The great Ashanti Empire, which rose to power during the late 17th century and continued to prosper as a center of the 18th century slave trade, was located in what today is Ghana's Central Region. The Ashanti capital, Kumasi, was during this period one of the finest and most advanced cities in Africa. The first Europeans to arrive in Ghana in the 15th century were the Portuguese, who were initially interested in gold, but then turned to more lucrative slave trading activities. This infamous trade became so attractive that in the late 16th century the Dutch, British, Danes and Germans also became major participants. The first castle, The Elmina ("The Mine") Castle was built to handle their trading activities. By the end of the slave trade era in the 19th century, the Europeans had constructed several castles and forts in Cape Coast and surrounding areas.

In 1956, under the leadership of Africa's great Pan Africanist, Kwame Nkrumah, Ghana became the first African nation to gain independence from British colonial rule. Accra became its capital city. (In 1877, after capturing Accra from the Asante people, the British had moved its capital from Cape Coast to Accra, approximately 180 kilometers to the East.) In 1992, after 11 years of military rule, the Provisional National Defense Council (PNDC) handed over administration of the country to an elected government with constitutional rule and a multi-party parliamentary system. There has been broad support by political parties for continuing economic reforms, placing greater emphasis on commitment to private sector development.

Ato Austin (former Minister of Information and Minister of Culture Youth and Sports) recently became Regional Minister of the Central Region, one of Ghana's 10 federal regions and one of its poorest. Though originally from Elmina, to many armchair political observers, Ato had been sent "to Siberia"! Little had changed since the British, Portuguese and Dutch departed from the Central Region for greener pastures. To be sure, Cape Coast had retained the three top Ghanaian secondary schools and houses one of three university campuses nationwide. But with the capital moved, a faltering offshore fishery and no industry of its own, Cape Coast and Elmina had experienced a striking, many-decade-long decline.

Cape Coast was the modern day capital of the Central Region and with approximately 75,000 people. Elmina was the region's second largest city. Both had harbors that serve as a home base for small fishing fleets. Aside from fishing, three small industries (a soap factory and 2 saw mills feeding off of rapidly disappearing inland forests) and the jobs associated with the university, secondary schools and regional administration, most economic activity consisted of small shops, traveling traders and subsistence farming. Unemployment was severe, with estimates ranging from 30 percent to above 50 percent. Young people, it was said, left as soon as they could (UN Secretary General, Kofi Annan, was one of them!) and old people came home to die.

When Ato got to Cape Coast, he could not sit still. This was his ancestral home and he was used to making things happen! He immediately started looking around and meeting with local Chiefs in small villages and Paramount Chiefs the major cities of Cape Coast and Elmina to find out what was on their minds. They all complained of poverty, an almost non-existent economy--except for fishing--significant and rising unemployment and little hope for the future. A couple of local chiefs--about 30 kilometers inland--told Ato that subsistence agriculture was his people's only livelihood, but that elephants often came out of the



forest and destroyed their crops. Another Chief showed him a pristine, palm tree-lined beach--used as the toilet of choice by his people because there was no money to build toilets--and asked if Ato had any ideas. All the local village chiefs complained of no electricity and poor access roads. And the Cape Coast and Elmina Paramount Chiefs told him that their annual festivals were suffering for lack of funds and that the old colonial era buildings were hopelessly overcrowded and terribly deteriorated.

In fact, three UNESCO World Heritage Monuments were literally crumbling into the sea. They included Cape Coast Castle and Elmina Castle, two huge fortifications and former slave holding dungeons

The area's old state-owned hotel, he observed, was doing less and less business and its rooms were rundown. But a local businessman, recently turned hotelier, told Ato that diplomats from Accra liked to come to the Central Region for weekend getaways, as did European tourists and, occasionally, African Americans. Ato had read about tourism and traveled widely. As Minister of Culture, he was familiar with Ghana's significant musical, artistic and chieftaincy culture. He also knew that Ghana was a favorite destination for Africans—especially African Americans--searching for "their roots". Perhaps the Central Region could look to tourism, using its Chieftaincy traditions, its historic monuments, its beaches and even its forest elephants as the draw. Ato developed a concept paper, got the Ghana Tourist Board to assign a dynamic young officer as its Central Region Director and then he got into his Mitsubishi Pajero and drove to Accra to see if the UNDP, GTZ, EU, USAID, CIDA--or the British and the Dutch--would be interested in supporting this endeavor.

Case Study Questions:

1. Why should the USAID Mission support a LED initiative? How will the LED initiative contribute to achieving the D&G and EG Strategic Objectives?
2. What would be the major elements of a LED programming approach? How would you link the various activities together?
3. Who would be the local participants in your LED initiative? For two of these, describe the unique interests/resources that will bring them to the table.
4. How might the Cape Coast, Elmina and the Central Region expect to benefit from this program in terms of measurable results?

You have 45 minutes and you should have one person be ready to make an oral report on the programming approach adopted by your group.

(This case study, though rooted in reality, does contain fictitious and altered information.)

ANNEX

Selected Strategic Objectives and Intermediate Results for the Ghana Mission

SO 1. INCREASED PRIVATE SECTOR GROWTH

- IR 1.1 Access to Market Information
- IR 1.2 Improved Management Capacity
- IR 1.3 Increased Regional Cooperation

SO 2. PUBLIC POLICY DECISIONS REFLECT CIVIC INPUT

- IR 2.1 Improved effectiveness of (participating) local and national CSOs to influence policy
- IR 2.2 Local government decision making processes are more participatory
- IR 2.3 Increased citizen access to information for improved education, governance, transparency and accountability

LOCAL ECONOMIC DEVELOPMENT CASE STUDY NO. 4

DUMYAT, EGYPT

Case Narrative:

Dumyat is one of 26 Governates in Egypt. The Dumyat region, together with its major city of Dumyat, sit on the Mediterranean coast 40 kilometers West of Port Said at the entrance to the Suez Canal. One of Egypt's oldest communities, Dumyat—along with its neighboring coastal regions—receives an influx of Egyptian families during the summer months. But it is the carpentry skills of Dumyat's citizens—that can be traced back to the early days of Egyptian boat building—and its numerous small & medium-sized furniture-building enterprises for which Dumyat is known throughout the country. In fact, even though the larger Dumyat furniture enterprises have showrooms in Cairo, residents of Cairo will frequently drive to Dumyat to choose their household furniture and bargain for lower prices at the source.

Dumyat has a port—perhaps the 2nd or 3rd largest in Egypt, primarily due to natural gas—and a free zone to encourage export oriented enterprises. A recently completed East-West highway will greatly improve access. Alexandria, previously a half-day trip, is now just 1 1/2 hours away. Rafah, the last Eastern city on Egypt's North coast, is now equally accessible—as will be Israel, Palestine and Lebanon.

But at a recent meeting with Dumyat's popular Governor, a USAID D&G team (exploring a new demand-driven approach to citizen-based, collaborative community development) learned that the furniture-making sector—comprising 92 percent of the Dumyat economy—is in decline. "I don't know what to do," said the Governor. "My people have been known for their carpentry skills for centuries. Folks come from all over the country to buy our furniture. But sales are falling steadily--especially because we don't seem to be able to do as well in the export markets. I don't know if it's because our businesses are just too small to compete--most of them have between 5 and 50 employees--or if they're too bull-headed to change their products and their furniture-making methods. Maybe they just don't understand what consumers are looking for today.

But I do know this: if any location can compete successfully on the basis of quality workmanship, cost of production and easy access to lucrative markets, it should be us! I also know that I fought hard for the new East-West highway and I'm tired of hearing our business leaders tell me that government isn't doing enough to support business. And the Popular Council (the Governate's elected body) is singing the same sad song—always crying about falling incomes. What do they want me to do? And by the way, what's the Dumyat Mayor doing about it? I can't get in a truck and go sell their furniture in Libya or Jordan; or get on a boat up to Turkey or Greece. I could organize my Executive Council (regional department heads, or governor's cabinet of Dumyat) to do that. But it's not my job, or theirs. That's what the businesses are supposed to do!

"If you have any ideas," said the Governor to the USAID team (an American ex-city administrator and an Egyptian citizen participation expert), "let me know." Clearly, the request went beyond the normal purview of the D&G team's work, so they decided to confer with their EG colleagues before responding to the Governor.



Case Study Questions:

1. Why should the USAID Mission support a LED initiative? How will the LED initiative contribute to achieving the D&G, EG or other mission SOs?
2. What would be the major elements of a LED programming approach? How would you link the various activities together?
3. Who would be the local participants in your LED initiative? For two of these, describe the unique interests/resources that will bring them to the table.
4. How might Dumyat expect to benefit from this program in terms of measurable results?

You have 45 minutes to study the case and deliberate. You should have one person be ready to make an oral report on the programming approach adopted by your group.

(This case study, though rooted in reality, does contain fictitious information.)

ANNEX

Selected Strategic Objectives and Intermediate Results for the Egypt Mission

SO 1. ENVIRONMENT FOR TRADE AND INVESTMENT STRENGTHENED

- IR 1.1 Policy Framework for Trade and Investment Improved
- IR 1.2 Private Sector Competitiveness Increased
- IR 1.3 Opportunities for Business Growth Enhanced

SO 2. SKILLS FOR COMPETITIVENESS DEVELOPED

- IR 2.1 Market Responsive Managerial Skills Increased
- IR 2.2 Market Responsive Information Technology Skills Developed
- IR 2.3 Increased Market Responsiveness of Training in Selected Sectors

SO 3. EGYPTIAN INITIATIVES IN GOVERNANCE AND PARTICIPATION STRENGTHENED

- IR 3.1 Capacity of Civil Society Organizations Improved to Participate in Development
- IR 3.2 Stakeholder collaboration increased for community level services

EVALUATION RESULTS FOR DEVELOPMENT AND CITIES: URBAN 101 DECEMBER 2002 OFFERING

Your evaluation of this course is important to us. The feedback you provide will influence how we conduct this kind of course in the future. We appreciate your spending time to complete this questionnaire.

COURSE OBJECTIVES: Four objectives were stated at the beginning of the course. Using a scale from one to five, please rate the degree to which the course helped you meet each of these outcomes: 1 = the outcome was not achieved; 5 = the outcome was achieved very successfully.

By the end of this course, participants will:

1. Gain a better understanding of the role and importance of cities in USAID's development efforts.

Outcome						outcome
Not met	1	2	3	4	5	successfully met

Average: 4.10

Comments:

I believe that participants gained the understanding, which one hopes will transfer to upper management levels.

This topic is gaining more awareness. The overall course, except for some speakers and some case studies, was excellent – met our expectations; more approaches are needed.

The class was very informative and participatory.

A lot was focused generally on what is happening in urban development and what USAID isn't doing in urban issues.

The potential is important – whether USAID will make urban a priority is unclear.

I knew all before hand and didn't expect to learn more – but I did!

It's not clear to me how important cities truly are in USAID's overall work. This course is useful to show people why cities should be important.

Some of the AID folks seem to really have learned a lot about "urban."

Could have done more to articulate the role of cities within USAID's current pillars/ sectors (conflict, EG/AG, EDC.)

I understood the role and importance of cities in development. But USAID's efforts are not necessarily clear – not sure what USAID can and should do.

Case study examples are extremely helpful. Also, having experts come in and talk is critical. The panel approach and Q&A session assist with dialogue.

Look forward to exploring municipal finance; also refreshing to acknowledge urban as part of/potential for conflict. AID talks about conflict but not urban. The 2 needs to be better linked.

2. Discuss the underlying factors spurring urbanization.

Outcome						outcome
Not met	1	2	3	4	5	successfully met

Average: 4.00

Comments:

Learned about the regulations of urbanization; decentralization is important; local empowerment is important.

Overall yes, but there was no brief overview of the sociological, demographic and economic causes of urbanization. What cities are, rather than why they are that way.

This was implied but not addressed specifically.

We focused a lot on the opportunities that cities have to offer but didn't discuss too much else. Perhaps that's really the only factor

Different factors were personally well outlined.

Group discussions facilitated dialogue.

Spent a lot of time citing statistics, but less on actual push/pull factors? Good discussion of informal sector.

3. Discuss field-tested development interventions for dealing with challenges facing cities and the urban poor.

Outcome						outcome
Not met	1	2	3	4	5	successfully met

Average: 3.73

Comments:

Useful case study/discussions of Nigeria and Yemen – useful in the sense that we get to take a stab at it first before hearing how the professionals handled it.

This really needs to be augmented to know more about what things in the urban offices can be reached to be utilized.

Case studies were an added value for challenges facing cities and the urban poor.

Yes.

In place of the case studies as they were conducted this time, it would be much more helpful to have someone lead the group through a successful/model LED/poverty reduction strategy/CDS instead.

More examples would be excellent.

I'd like to learn more about successful strategies for slum upgrading on a large scale.

Would have liked more concrete "best practice" examples of successful interventions (though these may well be on the CD-ROM, which was a great idea!)

We did but there are so many sectors that we weren't able to get in-depth on any one area.

More real case studies and less general information. Give examples of projects that worked/didn't work.

Spoke too much on generalities, case studies were broad and invited general but often times ambiguous comments like "holistic approaches" or "capacity building."

Earl Kessler, David Painter, Alison Pajit and Judy Baker's presentations were helpful. Once again, real life examples are critical.

Maybe too difficult – but if compile examples you know of ... maybe on CD? LED section international youth foundation; disaster etc. – great links. Could try to compile list of urban programs? for example Armenia has huge local Earthquake Revitalization Activity. Building gateway/corridor ... don't know if success yet or not though.

4. Identify resources and references for addressing issues related to 3rd world cities.

Outcome						outcome
Not met	1	2	3	4	5	successfully met

Average: 4.47

Comments:

Increased my know-how about urbanization; need to know about urban issues.

The urban programs book actually has a useful list at the back.

Yes CD and material provided were excellent, along with contact information.

Very helpful to put information on CD-ROM and to go over urban office mechanisms.

I especially enjoyed the case study discussion. Although difficult, I have a better understanding of all that and should be involved in strategic planning.

A wealth of resources and excellent presenters (great resources themselves).

I haven't reviewed the CD ROM yet – however, it sounds like it has a lot of good stuff on it. Much better idea than tons of hard copy materials (though having these for presentations was useful).

Definitely! the CD-ROM and the variety of speakers were great for showing us that the information is out there.

Plenty of resources.

Resources and references are well organized and provide a great source of information.

Look forward to the CD.

5. What additional resources/tools could we provide to help you more effectively apply what you have learned in this course?

Additional speakers from outside the agency.

Great job of giving us resources, i.e., CD.

IQCs; websites.

Some best practices.

Additional guidance on the CD and internet urban information.

It would be helpful if some materials were given to participants prior to the course. We discussed areas where I have little expertise and reference materials would have been useful.

Follow up courses that address specific topics in greater depth.

Some of the readings (background) in advance.



Actually hand out a full CDS.

Knowledge of how the urban programs office works with other bureaus in the agency. I would have liked to have seen a food security focus linked with urban programming.

Should distribute the urban strategy by email or link to web page in advance of course, so we have done a bit of homework first hand, more familiar and can get to the root of "urban" more quickly.

6. ADDITIONAL COMMENTS: Please give us feedback on (be specific):

a. Course materials, articles, and handouts

Nice way that we each had handouts of the PowerPoint slides with space to make notes.

Wonderful!

Improve case studies; good speakers; good knowing of IQCs.

Very good.

Appear very useful.

Excellent.

Haven't looked at CD-ROM yet but if comprehensive, then much better than individual handouts.

I thought the materials were very useful especially the core course book that provides general development information.

CD is excellent.

Good.

CD ROM a good idea!

Good.

Please double-side your copies to save trees. Also, some of the handouts seem extraneous if they're on the CD.

Good.

Useful, but maybe too many presentations.

Excellent CD ROM, readings, handouts, PowerPoint slides/presentations.

Excellent, good to assign some reading at night) Great to have PowerPoint to write during presentations.

b. The presenters and facilitators

The presenters today were all excellent speakers.

Great group of presenters.

Some speakers could have used more notes. More handouts are needed.
4-5 for everyone. Excellent.

A lot of material to digest. The presenters had limited time to convey more detailed information all in all, this was very informative.

Very good selection from various sectors.

Excellently chosen but each should do less "urban" issues overview and focus on their technical specialty.

Very good.

I thought all were very good. The facilitation kept the group focused and moving.

Very good.

Too much introduction – too participative. We are not going to work together as teams in future, so all the brainstorming was a little unnecessary. Also, we do not have enough expertise in the room for us to learn from each other. Having facilitators with stronger technical skills would help - the exercise we did end of day one would've benefited from a little more analytical feedback.

All were good presenters – well prepared and kept time!

Facilitators were great. A couple of the presenters could have been a little better prepared and focused but most were very good.

Great.

Great job on both parts but again, I think more specific discussions of individual cases would be helpful.



Facilitators – excellent – very well managed and designed workshop. Presenters also – Judy Baker of World Bank should have/could have talked more about dimensions of urban poverty that should be considered for programming rather than methodologies, since USAID officers don't usually get involved in that - we have contractors to do these types of analyses.

Perhaps too many speakers. Presentations were generally good but only gave cursory treatment of complicated issues. It would be better to acknowledge all issues but focus on some. I enjoyed the Poverty Assessment, Slum Upgrading through 2nd Capital Finance.

Were excellent! PowerPoint presentations and handouts are extremely useful.

Felt that 1st day was very good, little slow to get started, lots of facilitation, but was ready for content more quickly. Good opportunity to discuss what was learned – very useful during the different break out sessions. Good balance of lecture and small group.

c. The logistic support and facilities

Tough location to get to, but facilities were good.

Good but start later and end later to avoid rush hour; facilities were fine – no parking reimbursement.

Fine.

Convenient.

Very pleasant and user friendly.

Excellent.

Very good.

Facilities were good!

Very good.

OK. Lunch fabulous.

Excellent. Wish my office was as nice!

Good – wonderful having food here. It kept everyone together, which gave us a chance to talk more and kept things on time.

Really well-organized and logistically planned.

Excellent – thank you!

Very good.

Excellent.

Good food, coffee, lunch, fruit drinks.

d. Other comments?

Many thanks – good introduction to urban but need more linkage to rural. Where does food come from? Markets? etc.

Learned about urban poor; youth unemployment; planning progress;
Snacks-- less sugar, like – fruits, vegetables, etc., granola bars.

Drop the Nigeria case study / use a more typical city. Additional objective – learn how to incorporate urban concerns in USAID's Mission's strategies.

TRG staff was helpful, warm and well prepared.
Maybe a little long.

Like the interactive exercises but would have been better to replace the session looking at specific regions (no way to generalize common problems across some large, diverse areas (countries) with more substance (i.e. additional speakers or poses).

Most "students" were not of a sufficiently advanced experience level to really benefit from the synthesis (case study) activity – better to devote that significant amount of time to learning more tangible/diagnostic tool.

Material presented was too basic.

This could be 5 separate courses! good overview.

If you do case studies again, make sure appropriate information is included in the write-up. One can't be expected to do a poverty reduction strategy, if there isn't a poverty rate provided in the material.

Case study and exercises were too general. Need to analyze specific topics and critique other people's conclusion.

The capital finance options session has a wealth of information that would be best presented in the morning. Provide further information on an urban-agriculture/rural link. The diversity of the participants was ideal. The Urban Institute recommended I contact IFPRI and the World Bank. Very helpful!



Should have one speaker dedicated to urban/rural link with real statistics, linkages articulated, and trends so we can better articulate this after training. Good regional break out sessions, useful. Would caution against moving toward urban "SO". Rather-- Very useful to think of "urban lense" – like we think of gender etc. – hopefully we can effectively incorporate. Thank you!

**EVALUATION RESULTS FOR DEVELOPMENT AND CITIES: URBAN 101
MARCH 2003 OFFERING**

Your evaluation of this course is important to us. The feedback you provide will influence how we conduct this kind of course in the future. We appreciate your spending time to complete this questionnaire.

COURSE OBJECTIVES: Several objectives were stated at the beginning of the course. Using a scale from one to five, please rate the degree to which the course helped you meet each of these outcomes: 1 = the outcome was not achieved; 5 = the outcome was achieved very successfully.

By the end of this course, participants will:

- 1. Gain a better understanding of the role and importance of cities in USAID's development efforts, including urban/rural linkages**

4.5

Comments:

- That there is a direct link between urban and rural that would increase social and economic benefits.
- Excellent facilitators and speakers. Learned a lot and looking forward to urban 201, etc.
- Argument is not convincing given constrained budget environment
- Better, but not as comprehensive as I'd have liked
- This question isn't clear
- I think this objective was largely met, although a few more concrete details/examples would have been useful.
- Well done and focused on the main trends.
- None, well done
- Outstanding overview, involving very good strategic thinking.

- 7. Identify challenges facing cities, including unprecedented urbanization in the developing world urban poverty, urban food security, environmental health, and HIV/AIDS**

4.5

Comments:

- Gave an overview of these challenges-looking forward to more depth in follow-up courses
- Same comment as above
- Some speakers were very good at describing the challenges esp. Billy and James. The HIV session was less informative.
- Urban food security and health poorly covered



- In trying to fit course into 2 ½ days, there was only a chance to do overview of each challenge – am hoping future courses will go more in depth. Would also like discussion on linkages among challenges.
- In the HIV/AIDS section next time don't just focus on Africa but talk about other regions (EAE) where the problem isn't as dramatic today but it's growing.
- Good overview! I'd like to participate in some follow-up courses/seminars on these topics.
- Much of the complexity of these challenges was missing, however.
- Same as above. Especially needed more examples on environmental health (AIV and water pollution) and good ways to address it.
- Good presentations.
- Excellent presentations on a highly representative array of issues/challenges.

8. Discuss various approaches for dealing with urban issues, including slum upgrading, infrastructure and municipal finance, participatory management and local economic development

4.0

Comments:

- Legal agreements: property rights, real estate, were not covered
- Great toolkit-worried I won't have time to sit and explore it all
- Very good...more details and case studies would be useful esp. on what USAID is doing in each area.
- Not enough specifics. What has USAID or others done? What has worked, what hasn't? need more cases, less theory
- Again, would have liked more in-depth info
- Nitty gritty of an actual city can't be discussed.
- Same as #2 comment
- Billy was wonderful! A fresh perspective.
- Slum upgrading and participatory mgt. are the only ones of these issues that I feel I have a better handle on – the others went right over my head!
- Was okay, but too brief and general. Also, did not really address many of the incredibly exciting technologies and approaches that cities are using to develop those sustainably.
- Same as above.
- This could use more work in identifying approaches and/or strategic interventions that have worked and why?
- Need more specifics, details on how to...
- Very good coverage of these approaches.

9. **Identify tools, resources, and references that are available to help USAID officers and their development counterparts address issues related to cities**

4.6

Comments:

- Great!
- Excellent
- Clearly a lot more needs to be done but a great start has been made
- Should have had more time on this and come first to frame discussion
- Need more information on technology options and long term training for host country nationals
- Maybe more attention should be focused on what do USAID/officers need that facilitate their ability to do better strategic planning or implementation or monitoring/evaluation.
- There are more resources out there that should be included. Some resources should carry more importance (presentation time) than others.
- Clearly and concisely presented. Need to continue by forming our community of practice.

10. **ADDITIONAL COMMENTS: Please give us your feedback on the following:** *(numbers in parenthesis indicate number of similar responses)*

a. Course materials, CD Rom, and handouts

- No comments, they are great
- Good
- Excellent package
- Look great
- OK -- I think the CD ROMs will be very useful
- Great
- Excellent (3)
- Great selection
- Excellent. Probably the best "packet", as far as links to other info and references, that I have seen
- Thorough and in-depth. I anticipate them being useful in the future.
- Fine
- OK
- Very nice! I'd like more sectoral briefs/one pagers. Please include all of the course materials on the CD next time.
- Excellent – in fact, some of the best done training material I have encountered.
- 5 -- OK
- Very good assembly of materials.



b. The presenters and facilitators

- Very good and helpful
- Very good, the work with the participants was fascinating
- Good presenters overall, especially Billy Corbett. I thought Margo wasn't as technically strong but maybe that's not her role.
- Excellent
- Facilitators flat, presenters boring
- HIV/AIDS and EHP presenters were not as persuasive/informative as others
- Excellent. They (the facilitators) work well together. Need more time for Q&A of presenters.
- More time for questions to presenters. More presentation time-if they need it-some of the presenters were really rushed- or appeared to feel they had to rush through their material
- Facilitators kept us moving. Understand must be done- but adding a day or afternoon and actually analyze a city or doing a case study might be interesting. Discussion time may be interesting.
- Upbeat and positive, and also very good at keeping us on schedule and making sure we complete objectives.
- All were knowledgeable.
- Great
- Billy Cobbett was phenomenal! He raised so many important issues in a thought provoking way. I'd put him right upfront as the keynote, allow more time for Q&A w/ him and possibly design an exercise that we could engage in to work through some of the issues he raised.
- Would be good to evaluate each section of the training after it happens. Several were great, but some were real sleepers or were too general to be very useful (Garmise). Generally, the training could benefit from more examples. What about focusing the training around two or three cities to allow for both general discussion and great specificity and examples of challenges and solutions? Facilitation was good. Need more opportunity of discussion.
- All were good, but the presentation times were too short and the result sometimes was too much rushing and superficiality. Less time could have been spent on doing these "lessons learned" and "take away" exercises (and group question generation was a waste of time, just let people ask their own questions)
- Excellent, they do their job too well.
- Excellent
- 5 -- OK
- Billy Cobbett was brilliant. Others were good to excellent. Excellent group dynamics with participants.

c. The logistic support and facilities

- Excellent (3)
- Good
- Great (3)
- Excellent....thanks for the lunch

- Excellent. Great food and work environment.
- Excellent location and support.
- Nice
- Good for size of group.
- Fine, food was great.
- OK
- Excellent! It would have been helpful to know the hours and location of the course when I signed up for it. I had thought that it was on site – I actually prefer having it here, but it would have been better to know ahead of time. WRT scheduling, by the time I learned that we needed to be here by 8:30 am it was too late to change my morning plans. Also, it would have been good to know that we would have Friday afternoon off before we walked in and saw the agenda on Wednesday.
- Lovely place, great food. Thank you!!!!
- 5 OK
- More than adequate.

d. Other comments?

- Thank you!
- Thank you TRG and Faye
- None...great job!
- Tailor course to clients demands so find out what the demand is
- I liked that all info/handouts were double sided, saving trees/space in files. I would have preferred a greater level of specificity during presentations and less time in group reflection on lessons learned.
- Look forward to the community of practice. In many ways, this is a 'P.R.' exercise for EGAT/U.O. – very nice
- I didn't like wasting time generating questions at the table after presentations. Just let those who have a question ask it and those who don't don't need to be forced to ask something. Presenters were rushed. Wish they could've had more time – another 10-15 min – to talk.
- Some lessons were repeated too much (urbanization is inevitable – we got it!) Overall, a very good course. Thank you.
- How to manage the information. Preferred to better address the broader challenges facing USAID/mission or development partners. What are the key management issues?
- See you in 201, 301
- Thank you ☺
- Course was too short and too far from missions.

EVALUATION RESULTS FOR CITIES AND ECONOMIC GROWTH SEPTEMBER 2003 OFFERING

A total of 24 participants completed the evaluation form

COURSE OBJECTIVES:

Several objectives were stated at the beginning of the course. Participants ranked achievement of the objectives on a scale of 1 to 5

- 1 = the outcome was not achieved
- 5 = the outcome was successfully achieved.

By the end of this course, participants will:

- 1. Gain a better understanding of the role and importance of cities in USAID's development and economic growth efforts, including urban and rural linkages.**

Average: 4.3

Comments:

- ? Presentations focused on what USAID's role "should be". The political economy of USAID's actual work in promoting urban EG was not explored.
- ? A very good overview of tools offered, display and presentation of available studies and other resources which may be helpful back home.
- ? Day one was a bit too general to be of much use, but this changed for the better as the week progressed.
- ? Provide more real USAID examples under each topic discussed; discuss successes and failures.
- ? Given my previous knowledge – which is from another sector – I had no experience and now have a general understanding.
- ? Selected themes were relevant. Examples of what is / is not working helped to flush out linkages between DG and economic growth programs. Presenters' experiences were very insightful to discussions.
- ? I don't have knowledge / big picture idea of what is USAID's overall development / growth effort – some sort of "growth" mission statement? What are specific components of urban growth and triggers/inputs to promote them (e.g., productivity etc.)?
- ? I do share the importance of the role of cities, urban areas in economic development. It is highly efficient.

- ? Provocative and meaty 3½ day program, good presentations, thoughtful and good information provided.
- ? I would suggest that a historical approach – economic history – to economic development and cities would be useful to setting the scene plus (2) roles of cities in economy (with a little theory and facts).
- ? Cities can be engines of growth. Regional aspects should be explored even more.

2. Identify characteristics of urban economies and urban poverty and the implications for USAID's development efforts.

Average: 4

Comments:

- ? The urban team should follow on discussions on how to complement efforts among DG/EG teams and specifically in identifying how to build communication on LED.
- ? Discussion of "Urban Bias" was simply "off target."
- ? Excellent basic presentation but would encourage a more advanced course next, particularly on finance tools.
- ? The course could have gone into more depth in these presentations – with longer panel discussions.
- ? This is an ambitious objective.
- ? Characteristics of poverty alleviation strategies as compared to development strategies were not emphasized enough.
- ? Would've welcomed more specific elements/descriptions of urban economic/poverty and how it differs from rural vs. "national" states.
- ? The presentations did not directly deal with this topic. The "analyzing urban poverty" dealt with methodology, not the status, non-characteristics of urban economics, and poverty.
- ? The point was made with regards to role of urban economies, not so much with regards to poverty and more in-depth dynamics of urban and regional and global economy.



3. Discuss various approaches and opportunities for promoting economic growth of cities and regions.

Average: 4.23

Comments:

- ? Presentation regarding "participation" was zealous, not analytic.
- ? Yes, good base level presentation which is steering me to want more detailed discussion. Give us more. Offer next course! Soon!
- ? Basically good, but there was (in my opinion) too much heavy emphasis on business. What about the urban policy side? Perhaps next time you can have a case-study exercise where each table must propose a plan for encouraging good policy decisions for a hypothetical city and situation.
- ? We focused greatly on examples where city development worked – cities which had a basic institutional or structural infrastructure in place. It would be helpful to hear about how to approach development in cities that are viewed at "hopeless."
- ? Course should provide information to all participants along the spectrum of development; i.e., cities coming out of conflict / war-torn (Africa) through to developing (e.g., Eastern Europe cities).
- ? There could have been more technical depth in this area.
- ? Needed to define growth – higher incomes? More employment? Greater productivity? etc. Hard to get a firm handle on this.
- ? Could use more methodologies and examples of analyzing the conditions and situation of cities as a background for dealing with specific cities along with pros, cons, advantages and disadvantages of various approaches.
- ? Definitely met.

4. Identify tools, resources, and references that are available to help USAID officers and their development counterparts address issues related to cities and economic growth.

Average: 4.7

Comments:

- ? More attention to non-UP tools, resources and references?
- ? CD Rom looks terrific. Great job. Can't wait to check it out.
- ? The DCA presentation left many unanswered questions – it was a bit shallow. Otherwise excellent.
- ? The presentations were all helpful, however due to the time constraint each was gleamed over. Perhaps in the future break up these presentations and have one each day, rather than all in one morning.
- ? More time should be spent discussing USAID tools and programs; Faye did a great job but the time allocated to her and others on the 4th day was much too short.
- ? Faye's presentation was very good and the handouts are useful.
- ? Very comprehensive.
- ? I particularly liked that most of the information was provided upfront so we could make notes as we went along. I also appreciated the biographies and contact information on all participants/presenters.
- ? More information on how various EGAT bureaus (and DCA and GDA etc.) – working or can work together – creative uses.
- ? Material handed out was very useful.
- ? Maybe make a presentation on what the office brings and what missions lay out.
- ? A next step would be to build on this, perhaps offering a course I and II, as well where those very serious about applying these tools can gain even more knowledge and especially technical depth. I think that Cities and Economic Growth course is a great first step for individuals seeking a very broad overview of what tools are out there and available, and those who can serve as potential advocates and activists in the area.

ADDITIONAL COMMENTS: Please give us your feedback on the following:

a. Course design and content

- ? Good (3)
- ? It was well designed. I only recommend to schedule specific time to discuss on USAID programs in order to complement USAID's efforts in all missions.



- ? The course was designed well and covered a variety of aspects of the sector. Some themes were more relevant for advanced countries than countries in transition.
- ? Insufficient attention (was given) to definition of “success” in promoting urban economic growth.
- ? Very good
- ? More details.
- ? If I attend one more USAID training course in which I must draw a picture ... I just might be sick. I'd rather spend more quality time on case studies – or even role-plays – based on real or hypothetical cases. This would perhaps be more educational than “kindergarten” activities. Just a thought.
- ? A lot of very technical information pertaining to finance, at times I was a little overwhelmed because of my lack of familiarity with some of the information.
- ? Speakers should have more time to lay the ground work and allow for questions; fewer small group exercises would allow for more time for questions; the first day was far too elementary; more content needed.
- ? Generally good – but not enough intra-USAID discussion of how things really work (good and bad) in project design, choice of implementers (controllers, grandeurs etc.) and in implementation. We needed more discussion of problems that arise in this area. That being said, for a non-urban type I definitely learned a lot about the role of cities -- important issues. Given information provided, probably could have been done in 2-2½ days!
- ? I was not that pleased with the course, but it was a good basic course. The level could have been more in depth – more technical.
- ? Well articulated. Left time for participants to exchange of experiences. Good case study.
- ? Excellent
- ? “Chock full” of information that was quite useful. Housing issue was not as relevant.
- ? I thought segmenting the course by themes was very effective. I also liked that the presentations included real life examples.
- ? Good. I found the third day very useful.
- ? The significance of the course layout made it easy to comprehend and share in the information.

- ? Well done.
- ? Excellent, although it would have been useful to look at how different sectors contribute to economic growth in example countries, e.g., how did an experienced economic growth officer identify areas of focus to improve economic growth?
- ? It was very much appropriate for what we are doing, especially the combination of DG and EG.
- ? Excellent beginning. Could have strengthened the economic side of economic growth and more evaluation on various approaches.
- ? Good – interactive, fun, engaging, very well-facilitated and planned.

b.Course binder with presentation material, journal, resources, CD Rom, etc.

- ? Good (3)
- ? The binder is well organized and materials are useful. I expect to receive additional materials from some presentations.
- ? Useful (2)
- ? Excellent (2)
- ? Fine
- ? Very thorough
- ? Very good
- ? Delete the journal.
- ? OK
- ? The binder is excellent. I was not that interested in the bios.
- ? Very useful – well organized.
- ? Helpful, easy to understand and access
- ? Great job!
- ? Very useful



- ? The material was good but perhaps could copy the power point presentations a little larger so easier to read – charts are difficult.
- ? Excellent. The CD Rom with additional papers and resources is a great idea.
- ? It was really good, easy to use.
- ? More substantial readings would have been useful.
- ? All great, book and CD Rom. A wonderful tool.

c. Presenters and facilitators

- ? Good (2)
- ? Some presenters were weak. The facilitators made a very good role.
- ? Excellent (2)
- ? Generally good, but uneven
- ? Most very good, some could have had more real life examples in their presentations.
- ? Terrific. Outstanding!
- ? Generally quite good
- ? The facilitators were excellent! They had a great demeanor and kept things on track and made sure everyone's voices were heard.
- ? We should hear more from Urban Program Team Members responsible for programs.
- ? Overall good – but mixed, one problem too USAID centric.
- ? I think the facilitators need to be stronger and firmer in directing the discussions. There are some people that felt they had to talk – all the time – in every session and this was an area the facilitators should have noted this and encouraged others to participate more.
- ? Very knowledgeable; effective presentations; direct to the point.
- ? Most were excellent, all were good. It was nice that they stayed around afterwards to chat.
- ? All presenters fit in very well with noted themes and provided a thorough understanding of their areas. I liked the fact that the facilitators were stringent in enforcing the set schedule.

- ? Good – seems more time for questions useful.
- ? Presenters: some of them were quite interesting.
Facilitators: excellent job and very timely.
- ? Was great and tackled the subjects they presented very professionally.
- ? Excellent – knew USAID so knew our environment – clearly understood goals, provided good insight.
- ? Excellent. The presenters on mobilizing private resources were especially good and particularly interesting given that this is a relatively new area for development assistance.
- ? The majority of them were very good instructors. Some of the presentation could have been better if they were given a few more minutes.
- ? In general an excellent group. The facilitators did a great job! [The topics were not always aimed at the general topic.]
- ? Were great – all was managed on time and smoothly. Most all were very great and thorough.

d. Logistical support and facilities

- ? Excellent. (7)
- ? Very good (3)
- ? Great (3)
- ? Good (3)
- ? Very good, good food.
- ? Good location but a bit isolated.
- ? Facilities were good, except need more telephone access. (2)
- ? Very good – room size right for # of people. One sit-down outside lunch (same type of good, i.e., not fancy) might have facilitated more interchange.
- ? I think the ventilation was not proper in the room.
- ? Excellent, especially food and coffee breaks



? Great! (Especially the nuts and fruit pieces)

? Great room, food, etc

e. Other comments?

? Thanks for all the team working in the preparation of the workshop.

? Walking a thin line between "telling" and "selling."

? I did not like the drawing pictures exercise. Many of the group exercises seemed redundant. Conway's presentation would have been better with examples. The emerging line – presentation was too much like some TV personal improvement speaker with "truths" and "principles" (which I did not find too relevant).

? UP provided an excellent product.

? Great job overall.

? Great job!

? Glad I attended.

? I think the drawings should be eliminated. World Bank courses – offer an opportunity for USAID to compare and improve its courses so they are more intense.

? At times I felt as if interesting/essential speakers were stopped so that we could move into an uninteresting/non-essential activity, (i.e., make a list of ... and present to the group). Overall, the facilitators were very good.

? I would recommend a stronger mix of people from the field. There was a bias towards broader discussions from USAID/W and therefore not as much practical (applied) discussions on real (immediate) issues.

? There should be more interaction (like case studies) as opposed to being active listeners.

? Congratulations!!

? Kudos to Urban Office, TRG and the presenters – am eager to go and push and discuss ideas presented here.



- ? You should evaluate speaker by speaker and exercise by exercise! You should challenge the audience more! More “debate” on the issues. The “course” is more of a feel good and have a general awareness / acceptance of importance of cities to economic growth rather than an introduction to dealing with strategic issues on the role of helping cities to achieve economic growth, on how to support economic growth in cities, or rather to help cities in this area try or not (how important is it to economic growth in the specific case.)

**FOCUS GROUP FOR NEXT URBAN COURSE
MARCH 28, 2003**

Participants: Victor Radulescu (Romania); Tom Moore (Ecuador); Mathew Nims (Food for Peace); Ruth Buckley (Africa Bureau)

Observers: Faye Haselkorn; Clare Romanik

Facilitators: Kathy Alison; Stephanie Schalk-Zaitsev

Focus Group questions –

1. What do USAID officers need to know in order to be successful in working in urban issues?
2. Which of these do you think are most critical?
3. Which are the most difficult to perform?
4. What are some common performance gaps you see in USAID officers who are involved in urban issues?
5. The Urban Programs office plans to develop a sector module course as a follow-up to Urban 101. The course will provide an opportunity for those working on urban issues to delve more deeply into one of the topics we covered in this introductory course (i.e., Local Economic Development, Infrastructure and Municipal Finance, Participatory Management, Urban Food Security). Looking back on the course content, which of the topics do you think would be most important to expand into a 3 day course? Why?

Responses:

- Survey the field to get answers to these questions.

1. What do USAID officers need to know?

Knowledge	Skills	Attitudes
<ul style="list-style-type: none">• Public administration systems in the country• Understanding of major problems in the region• Particularities<ul style="list-style-type: none">○ Of the countries (i.e., Romania and Eastern Europe)	<ul style="list-style-type: none">• How to work on a national and local level• Able to coordinate and make linkages (link resources and people)• Interpersonal skills<ul style="list-style-type: none">○ Listening skills○ Donor coordination–requires time, will, budget–	<ul style="list-style-type: none">• Willingness and ability to listen to local people• How to change opinions in a mission to make the case for USAID to invest in urban issues

Knowledge	Skills	Attitudes
<p>don't have slums)</p> <ul style="list-style-type: none"> ○ Policies and policy constraints ○ Political will ○ Resources available within the country <ul style="list-style-type: none"> • Look at specific case studies, lessons learned in different areas – where has it worked or not and why • How do you eliminate barriers to local business and create economic development? • How do you do deregulation? • Budgeting/Financial Management – what are the successful experiences? • Environment (parks, green spaces, energy use, air quality) 	<p>time is big issue</p> <ul style="list-style-type: none"> • How to identify the right people and vehicles to promote urban agenda (i.e. municipal associations, etc.) • How to do an urban assessment– steps, how to decide if you are going to do an urban program. • Implement programs • How to make the case for urban • Food for Peace skill needs <ul style="list-style-type: none"> ○ Nutrition sampling in dense areas ○ Setting indicators for urban (monitoring & deciding when to intervene) ○ Issues with mobile population • Strategic planning (Afr) <ul style="list-style-type: none"> ○ HIV/AIDS is the strategic focus, not urban – how do we build on that • Assess whether our IPs and CAs are achieving results through the best means – use of indicators to do this • Assess needs before writing strategy paper- the strategy should show the CAs the best way <ul style="list-style-type: none"> ○ Ability to write SOWs ○ Contractor does assessment ○ Analyze results • How to “manipulate money” (i.e., how can you tap into other funds to do an urban program) • How do you do donor coordination, which is so crucial when working in urban areas? 	

Other comments on question 1

- Urban Office needs to help give urban a focus and help staff to get missions to see urban as a priority



- View urban as the lever, e.g., in conflict prevention – therefore there is a need to integrate urban into other trainings
- Wording / terms: use Natsios' terms from his writings and link urban to them
- We need to know where we are now with urban programming and then case studies
- Mission turn to the DG office, not UP, when they need help with decentralization or work at the local level.

5. Topics

- Food for Peace Urban Course
- Local Governance and Democracy
 - Municipal management
 - Citizen participation
 - Transparency
 - Social infrastructure
 - Decentralization policy
- Bring in people from USAID who are working in urban to share what they are doing
- Local Economic Development
- Municipal Credit / finance
- Policy formulation
- Environmental issues
 - Parks
 - Energy
 - Water and sanitation, etc
- Continue to have non-AID experts

Other suggestions

- Survey – get names of missions / people from bureaus and target those people with a survey.
- Post copies of funded RFAs to give us ideas on how to write them

FOCUS GROUP DISCUSSION WITH ECONOMIC GROWTH OFFICERS MAY 29, 2003

The objective of the focus group was to receive some guidance/feedback from experienced USAID economic growth officers on the urban issues that would be most relevant to their sector. There were 7 participants in total, including 3 from EGAT/EG, 1 from EGAT/PR, 1 from AFR, 1 from LAC and 1 from E&E. All of the participants work on an aspect of economic growth, several of the participants had some type of urban experience. The following summarizes what came out of this discussion.

Frame the course in a way that catches the attention of economic growth officers without repeating what they already know or what they learn in another USAID course.

It was noted during the discussion that the possible topics we listed seemed to be from a city planner/municipal government point of view, not a market perspective. It's the market that's driving a city's growth (or decline). We need to make the case for why urban is important to economic growth officers. To an economic growth officer, cities are important because of investment, jobs and tax base. Economic growth officers would not see how their job relates to reducing urban poverty, unless we frame it as increasing participation of the poor in market opportunities.

How do we help cities function better for economic growth?

This seemed to be the unifying theme for an urban training that targets economic growth officers. An economic growth officer would need to understand how markets function in cities and urban areas. What is the urban dimension of land & labor markets? What are the sources of cities' competitive advantage (agglomeration, human capital, etc.)?

UNDERSTANDING URBANIZATION TRENDS

It is important for an economic growth officer to understand the forces at work that impact urbanization. Why do people move from rural areas to cities? What are the push-pull factors? Why do cities grow? Why do people move to cities? What are the incentives at play? How do refugees impact urbanization?

NEED TO RECOGNIZE THE MACRO CONTEXT

It would not be useful for this course to teach macro-economic policy, but we need to take into account that, in most of the countries where USAID works, the macro economic situation is flawed. But that doesn't mean that we can't work in cities. So the question is, what can you do at the city level to get economic growth even though macro context is flawed?

Decentralization (& Fiscal federalism)

What is the role of government at different levels? What do local governments do well? EG officers need to understand the financial structure of a municipality and how it relates to the central government budget. How does local government get revenue and how is it used? If the central government can't pay pensions, what makes you think local governments will be able to pay them? When does decentralization make sense? This was considered to be an important part of this training, although some felt that decentralization is something that D/G champions.

IMPROVING INFRASTRUCTURE/SERVICES

The EG side to what a city does is the development of the financial sector and capital financing to increase investment in infrastructure (e.g., communications, roads, power) that will spur economic growth. Other

services are also important to make a city an attractive place for people to live and for companies to invest (eg. people need to be protected from violence).

What's the role of government, private sector and 3rd sector (associations/NGOs)? Given the problems of privatization in weak regulatory environment, the whole spectrum of private sector involvement (i.e. contracting out, leasing, etc.) should be presented.

CASE STUDIES

The importance of providing case studies was stressed. We should give examples/comparisons of failed city vs. successful city. Some examples suggested include Vladivostok vs. Moscow, Panama City & Colon, Rio & Sao Paulo. Examples of successful programs need to be put in context. Some other examples included: alternative development work in Peru; Belize City (looks nice, but is dead economically); Have a case study where 80-90 percent of jobs were in the public sector and then this shifted. Should have 3 to 4 different cases.

TOOLS?

- Introduce tools that see which city is more competitive (i.e. investor roadmaps)
- A diagnostic assessment tool for analyzing urban issues in your country
- Scopes of work (Have them on hand but don't include in a session)

Corruption

Some discussion as to whether or not this should be addressed in an urban training. We need to assume that there is corruption. At the local level, at least businesses know whom to pay so this is less of an obstacle to economic growth than corruption at higher levels. Provide examples of cities that have done something to tackle it.

IMPLICATIONS OF CITY SIZE AND FUNCTION

Need to look at primary and secondary cities and the differences between them. We shouldn't overlook issues of megacities. But, what can small cities do to work/function better? Economic solutions of secondary cities are not within their borders. Mega-cities have their own economy. Need to address issues of big cities – topics are different – solutions are different. Case studies should be drawn from each type of city. Question: Do Missions see big cities as a problem that they are trying to address?

LAND PLANNING & DEVELOPMENT

Need to make a case for why one should look at development from a spatial perspective. What are the spatial dimensions of competitiveness? Spatial/land use/land planning/land markets -- basic principles of these things are important. Graphics that map the problems of development in cities – easier for people to capture

Other Interests/Advice of the focus group:

- Development of tourism enclaves. Look at some things like tourism development attracting squatters. How do you develop tourism to avoid this?
- Reconstruction of cities in post conflict settings; Displaced persons/refugees, etc.
- Don't reduce the training to a rear view window of what AID does; look at the big picture.
- Choose big topics that missions can do something about.



- Think of six typical interventions
- Find out what missions are doing and where are they coming from in terms of priority issues. They may be focusing on LED, decentralization, or post-conflict reunification.
- Many thought that it would be useful to bring D/G & EG officers together for this training.

FOLLOW-UP EVALUATION WITH URBAN 101 MARCH 2003 ALUMNI

Twenty-two USAID staff participated in the "Development and Cities: Urban 101" training course held March 26 – 28, 2003 at the Urban Institute in Washington, D.C. Each USAID/W Bureau was represented. There were 5 participants from field missions -- including two from Kosovo, one from Russia, one from Romania and one from Ecuador.

Three months later in June 2003, EGAT/UP sent a follow-up evaluation to all participants. Five people responded so far, four of whom are field-based participants (R1 – R4). The following are their answers:

1. Have you tried (or do you intend) to use what you learned in Urban 101 in your current job? If yes, what is it that you used (or will use)? If no, why not?

"Yes, most of the knowledge gained on the Urban 101 is very much applicable in the design process of the new Local Governance Program. FYI, so far we did several drafts of the new program concept paper and the scope of work for program implementer." (R1)

"Yes. I have relayed information of available resources and criteria for municipal services management learned from the course to partners in one of the projects I manage." (R2)

"I try to use what is appropriate for our program in Russia:

- Shifting focus on urban poor rather than rural poverty;
- Debriefed my colleagues in the Mission and counterparts on urbanization as a global tendency;
- Disseminated some brochures: Mayor's Alliance Against HIV/AIDS
- We applied for additional financial resources through MCW Partnership Grant Program and we plan to apply for Cities Alliance funding." (R3)

"The USAID Mission in Kosovo has started the preparation of the new LG program. We are at the first steps, but the knowledge I got at the Urban 101 helped me a lot to start first steps of the new program, and it will help until the finalization of the program design. The citizen participation, transparency, local government developments are the components that will be included in the new LG program. The department of the public services and the urban planning are the departments that probably LG program will be covering. So, as result of the Urban 101, I had clear approach where we could focus on our new LG program." (R4)

"Because I ended up not being assigned to work with EGAT, I have not responded to the survey. However, the program was very inspiring and enriching, and I highly recommend it." (R5)

2. Was what you tried successful? Why or why not?

"Yes, because the essence of this program is working with municipalities." (R1)

"It's still in process with prospects for success." (R2)

"It is difficult to say . . ." (R3)

"The results will be shown later, but the first approach is that the government needs to establish the urban plans for each municipality. This is the close coming step that the Kosovo government started to work on it." (R4)

3. Have you used the CD that was given to you at the training? If so, how did you use it? Did you find it helpful?

"Yes, it is being helpful as a resource reference guide." (R1)

"Not yet, but I am aware of its usefulness." (R2)

"I did look through the CD and found it helpful, especially materials on economic development. And it is not that heavy as the file!!!" (R3)

"Yes, I used the CD to get more knowledge on how the Local Economic Development was linked with the urbanization in other / different countries" (R4)

4. The Urban Programs is considering developing a toolkit for USAID officers to help them design urban programs or incorporate urban issues into their existing programs. What would be useful to you in an urban tool kit?

"E.g. resource references." (R1)

"Lesson learned from USAID and other experiences." (R2)

"Urbanization is relevant for most of USAID's programs in all regions, but at the same time it is a cross-cutting issue true to any activity, except for capital investment/infrastructure/construction projects. It would be useful to have a guidance: How to incorporate urban focus in the current or new activities: economic, democratic and health." (R3)

"The Urban toolkit should contain the following:

- a/.specific urban regulations,
- b/.the urban criteria's which would lead for having the urban cities, and
- c/. the specifics that could lead to the best urban results.

These are the main tools that could help on incorporating urban issues into the existing programs." (R4)

5. A number of Urban 101 participants have expressed interest in a more advanced or in-depth urban training (i.e. an Urban 201). If you were to take a more in-depth course, what topic(s) would you like included?

"Local Economic Growth" (R1)

"More technical information and discussion on municipal management of the same range of problems and responses addressed in general terms in the first course. Of these, water, sanitation, solid waste management, would be of high priority, or even environmental management broadly speaking, to include watershed management to ensure water availability, etc. My



participation in the advanced course would be subject to 1) when it is held; 2) whether I can get more international travel \$ put into my contract, where it is currently exhausted; and 3) obviously, TA approved within the framework of our SO's annual training plan. (I don't think the last point is going to be a problem, and I plan to make sure that it is incorporated in the training plan. The Mission will want me to take an advanced CTO course, but I think I can probably convince them to include both.)" (R2)

"A more in-depth training presupposes a more problem solving approach of the training, for example, Best Practices of HIV/AIDS Prevention in Big Cities, or Economic Development and Urban Poverty. Nevertheless, it seems that only a complex solution to urban problems is sustainable". (R3)

"The topics that I would suggest to be in-depth included are: economic growth, applicable technical standards, creation of the own-source revenues, strong applicable construction regulations. So, the local government development topic is a priority". (R4)

6. What other suggestions do you have for EGAT/UP as we design future urban training?

"Some of urban trainings could be organized somewhere in the regions, closer to the Missions (where perhaps more participants from one Mission would be able to attend at one time)" (R1)

"Make its availability and contents clearer to DCHA programs and its relevance to them. DCHA folks assume it's limited to a narrow EGAT focus, and it's not". (R2)

"I have two comments: training should be more specific and target certain geographic areas with similar urban problems: E&E, Africa, Latin America. In Russia we do not have slums, but other urban problems as pollution, poverty, TB, HIV/AIDS are more serious in Russia than in many other countries. Information about the training should be disseminated more widely: for example through EXO/Training channels. Anyway I'll disseminate info about the next training directly in the Mission." (R3)

"Other suggestion is to have more real examples from the site surveys. The real examples could help on having the realistic views on how to make cities urban, what needs to be done and how good results were achieved. The real examples help a lot." (R4)

**URBAN PROGRAMS OFFICE
FOCUS GROUP ON CITIES AND ECONOMIC GROWTH COURSE
JULY 1, 2003**

Participants

Faye Haselkorn, David Painter, Vickie Clark, Alison Eskesen, Alison Garfield, Marcia Glenn, Jeff Boyer, Clare Romanik, Stephanie Wilcock, Jason Girard, Erica Gutierrez

Facilitator: Kathy Alison

Ideas of urban topics to be included in the course, which will focus on how to make cities function better for economic growth

- Urbanization trends
- Efficient governance – purpose is to create wealth, provide equal access to all segments of society
- Strategic economic competitiveness
 - Municipal strengthening
 - Infrastructure
 - Partners
- Core values that urban brings to agenda
- Typical interventions
- Informal sector
 - Access to housing / shelter & services
 - Land markets
- Mega cities / secondary cities / market towns
 - Help define what urban means and describe the possible economic functions at each level
 - Need to help people overcome their fear of working in mega cities
 - Discuss linkages between economic growth & environmental health or ecological footprint (this may not work with EG staff)

Questions: possible starters / themes for the course

1. Possible questions for opening exercise: (pick several and have them draw it)
 - What does economic growth mean to you? What is the universe? Where is it taking place? How would you characterize it? Where does it come from?
 - What is the role of cities in economic growth?
 - What is the role of urbanization in development / economic growth?
2. Where does GDP come from?
3. Why do city economies grow / decline? (Several elements are required for strong growth: ability to export outside of the region and adding value to products locally.)
 - knowing who is there – urban demographics (access to services)
4. How can secondary cities support rural development? (regional economic growth through service centers) (can't forget mega cities)
5. How do you sustain economic growth (programmatic options)?

6. Suggestion from Jeff - provide a list of the 100 most important economic growth locations in the world – (developing world?)

Suggestions for Case Studies

Fire Website (Ahmenabad)
South Africa Cities Network website
Capstone study on LED – Jeff / Marcia
CGAP.org – microfinance example
TCGI – India – Economic Growth (post earthquake)
IOC vendor web pages
Padco (Jeff Erbach) – Souss-Marsa-Dra, in Morocco – informal economy example
Citiesalliance.org
Cities in transition – drivers (Bogotá / Singapore)

Assessment Tools - suggestions

GIS for poverty mapping
Scopes of work – so urban office can provide support to missions to do assessments
Contractor contact points

Possible Information sources:

- Review results of desk top survey of mission SOs / IRs – look at language and how it is used and how it links to UP (Marcia)
- Survey field staff who have urban experiences to identify what EG staff need – they would have understanding of economic growth issues – check with Jeff, David, Marcia & Alfred for names
- Sum IOC Contractors
- Grant Morrill – Mongolia

Course suggestion

Hold Reception during the course for urban staff to interact with participants – perhaps last nite of course.

Value added by including urban issues in discussions of economic growth:

- Strong Municipal Leadership is key to involvement of the poor (what else?)
Ensuring participation of the Urban Poor

(Possible themes for Course)	Economic Growth Area (from focus group)	Urban Dimension / value added
	Privatization	<ul style="list-style-type: none"> - Services, markets, (what can be done at the city level – advantages and disadvantages) - How to engage the urban community in discussions about privatization - Governance & regulatory frameworks- what are the different challenges when dealing with rural vs urban dimension.
Role of Private Sector / Private Sector Solutions		<ul style="list-style-type: none"> - Opportunities for private sector participation in services, shelter and infrastructures - Financing of services - Delivery of services and infrastructure
	Local Economic Development (includes infrastructure, free zones, land / labor markets, SMEs)	<ul style="list-style-type: none"> - Informal economy - City development strategies, including human capacity development - Economic governance -- how services are administered, who receives service - Diversification of employment
	Trade & Investment / Regional Markets (includes macro economic polity)	<ul style="list-style-type: none"> - Urban political alliances - Availability of infrastructures to attract investors – linkages to rural economy - Role of city governments in creating an enabling environment to promote and facilitate clusters of competitive industries - Building abilities of the labor market - Cities as hub for tourism that fuels economic growth – side effects of slum development to house those working in tourism industry
Trade and Investment		<ul style="list-style-type: none"> - LED - Role of cities in enabling / facilitating trade & investment
	Finance / Local Capital Market	<ul style="list-style-type: none"> - Municipal finance

(Possible themes for Course)	Economic Growth Area (from focus group)	Urban Dimension / value added
	Development	<ul style="list-style-type: none"> - Bond markets - Local resource mobilization - Microfinance for shelter and services - Fiscal decentralization
Finance & Local Capital Market Development		
	Poverty	<ul style="list-style-type: none"> - informal economy - Urban and rural context (synergies?) - micro enterprises - how urban poverty is measured and what is left out – DHS survey - slum upgrading - increasing market opportunity / participation for the poor

Original list of EG topic areas -- brainstormed by Urban team:

- Privatization
- Capital Market Development
- SME
- Trade capacity development / competitiveness
- Labor / land market development
- Unemployment reduction strategies
- Macro economic policy
- Poverty reduction – microfinance
- Reconstruction (this element may not fall under EG – may be part of D&G)
- Business development services
- Agribusiness
- Free zones

**URBAN PROGRAMS TRAINING ALUMNI
DECEMBER 2002 THROUGH SEPTEMBER 2003**

Country or Office	Name	Title/Type of Officer	Course Attended
USAID/Washington			
M/OP	Celeste Benton	Contract Specialist	Urban 101, 3/03
DCHA/FFP	Catherine Brown	FFP Officer	Urban 101, 3/03
AFR/DP/POSE	Ruth Buckley	Social Science Analyst	Urban 101, 3/03
ANE/SPO	Laura Coughlin	Program/Project Officer NEP	Urban 101, 3/03
EGAT/PR/UP	Tye Ferrell		Urban 101, 3/03
EGAT/DC	Gabriel Grau	PMI	Urban 101, 3/03
EGAT (posted to Bangladesh)	McDonald Homer	Ag Officer/NEP	Urban 101, 3/03
EGAT/PR/MD	Scott Kleinberg	Program Manager, Enabling Environment	Urban 101, 3/03
AFR/SD/CPDG	Carla Komich	Program Analyst	Urban 101, 3/03
EGAT/PR/	Denise Lamaute	Pension Reform Advisor	Urban 101, 3/03
E&E	Yvette Malcioln	Moldova/Belarus Desk Officer	Urban 101, 3/03
DCHA/FFP	Mathew Nims	FFP Officer	Urban 101, 3/03
GH/PRH/SDI	Jessica Pollak	Senior Technical Officer	Urban 101, 3/03
ANE/East Asia	David Schroder	Program Officer	Urban 101, 3/03
EGAT/WID	Macol Stewart*	IWID Fellow	Urban 101, 3/03
EGAT/ENV	Carrie Stokes	Global Climate Change Advisor	Urban 101, 3/03
USAID/AFR	Herschelle Challenor	Senior Advisor to AA	Cities & Economic Growth, 9/03
DCHA/DG	Ed Connerley	Decentralization Advisor	Cities & Economic Growth, 9/03
EGAT/EG	Paul Deuster	Team Leader, Economic Policy and Governance	Cities & Economic Growth, 9/03
LAC/CAR	Dosanjh Sukminder	Haiti Desk Officer	Cities & Economic Growth, 9/03
EGAT	Peter Duffy	Private Enterprise Officer, NEP	Cities & Economic Growth, 9/03
EGAT	Vicki Johnson	Private Enterprise Officer, NEP	Cities & Economic Growth, 9/03
EGAT	Jeffrey Goebel	Project Development Officer, NEP	Cities & Economic Growth, 9/03
EGAT	Jason Singer	Private Enterprise Officer, NEP	Cities & Economic Growth, 9/03
EGAT/EIT/TT	Joe Duncan	General Business Specialist	Cities & Economic Growth, 9/03
EGAT/PR/UP	Erica Gutierrez*	Intern	Cities & Economic Growth, 9/03
EGAT/EIT/Energy	Omar Hopkins	AAAS Diplomacy Fellow	Cities & Economic Growth, 9/03

Country or Office	Name	Title/Type of Officer	Course Attended
DCHA/DG	Mike Keshishian	Local Government Advisor	Cities & Economic Growth, 9/03
E&E/MT	Jean Lange	Senior Financial Sector Advisor	Cities & Economic Growth, 9/03
EE/ECA	Sarah Farnsworth	Division Chief, Balkans	Cities & Economic Growth, 9/03
EGAT/EIT	Simone Lawaetz	Program Analyst, Energy and Environmental Policy	Cities & Economic Growth, 9/03
EGAT/WID	Nancy Rockel	Econ Growth & Development/Gender Specialist	Cities & Economic Growth, 9/03
EGAT/EG	Georgia Sambunaris	Capital Markets Specialist	Cities & Economic Growth, 9/03
EGAT/PR/UP	Edgar Thornton	Senior Policy Advisor	Cities & Economic Growth, 9/03
USAID	Candace Buzzard	NEP	Urban 101, 12/02
DCHA/FFP	Michelle Cachpeper	FFP Officer	Urban 101, 12/02
EGAT/PR/UP	Vickie Clark	Urban Economic Development Advisor	Urban 101, 12/02
AFR	Stephanie Garvey	Country Development Officer	Urban 101, 12/02
EGAT/PR/UP	Jason Girard	Community Planner	Urban 101, 12/02
EGAT/ENV	Virginia Gorsevski*	Global Climate Change Specialist	Urban 101, 12/02
EGAT/PR/UP	Faye Haselkorn	Urban Dev. Advisor	Urban 101, 12/02
LAC	Gilbert Jackson	Environment Officer	Urban 101, 12/02
LAC	Cheryl Jennings	Environment Officer	Urban 101, 12/02
EGAT	Erin Nicholson	Private Enterprise Officer/NEP	Urban 101, 12/02
EGAT	Joe Lessard	Private Enterprise Officer/NEP	Urban 101, 12/02
AFR	George Thompson	Project Development Officer	Urban 101, 12/02
USAID	Danielle Typinski	NEP	Urban 101, 12/02
AFR Missions			
USAID/SA	Zema Semunegus	Program/Project Development Officer NEP	Urban 101, 3/03
USAID/Senegal	Abdoul Wahab Ba	D/G Decentralization Specialist	Cities & Economic Growth, 9/03
ANE Missions			
USAID/Lebanon	Lena Freij	Program Management Specialist	Cities & Economic Growth, 9/03
USAID/Lebanon	Ghassan W. Jamous	Development Program Specialist	Cities & Economic Growth, 9/03
USAID/Egypt	Ahmed Gamal-Eldin	Program Specialist	Cities & Economic



Country or Office	Name	Title/Type of Officer	Course Attended
			Growth, 9/03
LAC Missions			
USAID/Ecuador	Thomas Moore	Sr. D/G Officer	Urban 101, 3/03
USAID/Peru	Sobeida Gonzales	Project Management Specialist	Cities & Economic Growth, 9/03
USAID/Guatemala	Sharon Van Pelt	Deputy Director, Office of Democratic Initiatives	Cities & Economic Growth, 9/03
USAID/Panama	Sergio Claire	Sr. Water Environmental Specialist	Urban 101, 12/02
E&E Missions			
USAID/Kosovo	Arben Nagavci	Infrastructure Program Engineer	Urban 101, 3/03
USAID/Romania	Victor Radulescu	Democracy and Social Sector Reform Officer	Urban 101, 3/03
USAID/Russia	Eugene Levkin	Project Management Specialist	Urban 101, 3/03
USAID/Kosovo	Perhinar Ymeri	Infrastructure Program Engineer	Urban 101, 3/03
USAID/Armenia	Bella Markarian	Governance Program Specialist	Cities & Economic Growth, 9/03
USAID/Caucuses/Georgia	Joe Taggart	Local Governance Advisor	Cities & Economic Growth, 9/03
USAID/Ukraine	Victor Stetsenko	Capital Markets/Financial Sector Project Manager	Cities & Economic Growth, 9/03
USAID/Bosnia	Caroline Brearley	Private Enterprise Officer	Urban 101, 12/02

PARTICIPANT SURVEY RESULTS

URBAN 101 - MARCH 2003

GEOGRAPHIC FOCUS

Global
10 participants

Africa
6 participants

Europe & Eurasia
5 participants

Asia / Near East
4 participants

Latin America / Caribbean
2 participants

RANGE OF TENURE WITH USAID

No response yet
8 participants

< 2 years
6 participants

2 – 5 years
8 participants

> 5 years
5 participants

EXPERIENCE WITH CITIES

No experience
10 participants

Worked on USAID urban projects
9 participants

- Ruth: Town devt SO in Madagascar; expanding FEWS to cover urban areas in Africa
- Allan: Delivery of urban infrastructure through use of DCA and public-private partnerships; support to local govt structures

- Eugene: Monitoring and evaluating USAID local governance program; developing and proposing new activities related to social and economic reforms
- Thomas: With local govts, mainly in smaller municipalities, in D&G, environmental health
- Arben: Community infrastructure and services program
- Perihan: (same as Arben)
- Jessica: Service delivery for migrant and homeless and commercial sex worker populations, related to transportation barriers within and from the outside into cities, etc.
- Victor: Municipal credit, local economic devt; local govt association building, citizen participation, budgeting, public policy reform, LG mgmt, LG transparency and accountability; CSO strengthening
- Carrie: Transportation issues in African and Asian cities

Prior to joining USAID some participants have also worked in city administrations, for metropolitan councils, etc.

3 Victor, Eugene and Allan

TOPICS OF INTEREST

No response yet

8 participants (+ Carrie didn't respond to this question)

Infrastructure, service delivery (through PPPs, contracting out), sanitation (Ruth, Miguel, Allan, Arben, Perihan, Victor, Macol)

Participatory urban mgmt mechanisms / Community participation / (Miguel, Eugene, Yvette, Thomas)

Good governance, urban management, managing metropolitan areas (Arben, Perihan, Victor)

Urban issues in transition/conflict situations/ Democracy & conflict (Ruth, Carla)

How to deal strategically with increasing urbanization (Ruth, Carla)

Urban poverty & economic opportunities for the urban poor (Laura, Miguel)

Local economic devt (Eugene, Victor)

Municipal finance (Miguel, Thomas)

Food aid (Catherine)

Youth unemployment (Ruth)

HIV/AIDS (Miguel)

Housing & service delivery for low-income households (Allan)

Service delivery, energy consumption and global climate change (Allan)

Decentralization (Thomas)

Inter-municipality coordination (Thomas)

Access to clinical services (Jessica)

Gender issues (Macol)

Natural disasters (Macol)

How to design effective urban programs (Zena)

Lessons learned (Celeste)